

TERMS OF REFERENCE

Long Term Agreement (LTA) consultancy services for the development of District-wide WASH Strategic Plans in selected districts in Mozambique

1. BACKGROUND AND CONTEXT

Water, sanitation, and hygiene (WASH) needs in Mozambique are significant. The Joint Monitoring Programme (JMP) estimates that in 2022, 37% of the population did not have access to a basic and safe source of drinking water. Access to sanitation services is also still precarious with 30% of the population practicing open defecation and 45% had access to unimproved sanitation services in rural areas in Mozambique (JMP, 2022).

Mozambique committed itself to achieve the Sustainable Development Goal (SDG) by 2030, and especially SDG6 which aims at ‘Ensuring availability and sustainable management of water and sanitation for all’. The Government of Mozambique developed a series of plans and strategies at national level to guide the achievement of these commitments such as the National Strategy for Development (2015-2035) and its associated Action Plan for the Implementation of the Sustainable Development Goals (SDG’s) in the Water Supply and Sanitation Sector 2015-2030, or the recently approved Rural Sanitation Strategy (2021-2030). However, at the local level, districts are yet to domesticate those plans and strategies through proper long-term planning, resource mobilization, and implementation of WASH programmes to respond to needs.

Decentralization started in 2020 in Mozambique and is still nascent, with strong implications on how local authorities are planning for, managing, and mobilizing resources for the development of WASH services at local level. Decentralization implied a split of the former Provincial Directorate of Public Works and Housing into two different entities with the Provincial Directorate of Public Works (DPOP) and the Provincial Infrastructure Service (SPI) which were established at the provincial level. DPOP is part of the Provincial Executive Council responsible for coordinating WASH activities in rural areas through its Department of Water and Sanitation (DAS). At the same time, SPI is responsible for the coordination of urban water supply and sanitation with central entities like Investment and Patrimony Fund for Water Supply (FIPAG), the Water and Sanitation Infrastructure Administration (AIAS) and the Water and Sanitation Regulatory Authority (AURA). At district level, WASH Services are coordinated by District Planning and Infrastructure Services (SDPI). Those shifted responsibilities, coupled with minimal resources being transferred at the decentralized level, hinder progress in terms of service delivery.

UNICEF is supporting the WASH sector in Mozambique to improve water, sanitation, and hygiene services in both rural and urban areas. In the Country Programme Document (CPD) 2022-2026, UNICEF WASH programme is mainly concentrated in 4 priority provinces (Cabo Delgado, Nampula, Zambezia, and Sofala) as well as selected priority districts, namely:

- Cabo Delgado: Ancuabe, Balama, Chiure, Ibo, Montepuez, Mueda, Namuno;
- Nampula: Erati, Lalaua, Meconta, Memba, Monapo, Nacala –A – Velha, Ribaue;
- Zambezia: Derre, Gurue, Lugela, Maganja Da Costa, Milange, Molumbo, Pebane;
- Sofala: Buzi, Chibabava, Cidade Da Beira, Dondo, Gorongosa, Muanza, Nhamatanda.

As such, the geographical area of focus of this contract will be mainly the priority districts in the priority provinces, with potential additional work in other non-priority provinces according to emerging needs.

As part of UNICEF support to the improvement of WASH services, it is planned to develop District-wide WASH Strategic Plans. These plans will identify critical needs, gaps, and disparities at *posto-administrativo* and locality level, define targets to be achieved by 2030, define and prioritize the most critical actions to achieve these objectives, define viable implementation strategies, review roles and responsibilities, and identify resources needed to achieve those targets. The district-wide WASH Strategic Plans must:

- be actionable, affordable, manageable, and implementable and fully owned by local level authorities.
- have a clear strategy to prioritize for the highest impact results first in view of the acceleration towards the achievement of SDG 6 targets.
- focus on covering disparities and needs at a geographical level lower than the district (*posto-administrativo* and locality) for prioritization issues.
- draw on the National Action Plans and Strategies and reflect international commitments such as the SDGs.
- should as much as possible incorporate Disaster Risk Reduction and Climate Change Adaptation.

UNICEF wishes to enter into a non-exclusive Long-Term Agreement (“LTA”) for the provision of **Consultancy Services for the Development of District-wide WASH Strategic Plans in selected districts in Mozambique**. It will be a provision of such Arrangement(s), that UNICEF will not be committed to purchase any minimum quantity of services and that purchases will be made only if and when there is an actual requirement. UNICEF shall not be liable for any cost in the event that no purchase is made under any resulting LTA(s).

- For specific assignment to be contracted under the LTA, UNICEF will request specific proposals and issue specific contracts to the contractor for the assignment.
- The LTA would be for an initial period of **three (3) years** which can be renewed for a further two (2) years subject to evaluation of good performance, UNICEF Country Programme needs and funds availability.

2. PURPOSE AND OBJECTIVES OF THE ASSIGNMENT

The overarching purpose of the assignment is to build, as part of the inception phase of existing or any upcoming WASH programmes, a solid evidence-based plan to inform the implementation of WASH activities to maximize their potential impact considering the available resources.

Overall objective

The overall objective of this assignment is to provide technical assistance to local authorities in charge of WASH Services management, namely to District Planning and Infrastructure Services (SDPI) and Provincial Directorate of Public Works and Housing (DPOP), in the development of district-wide WASH strategic plans. These district-wide strategic plans will materialize into clear and actionable plans in response to identified WASH needs, thereby accelerating Mozambique's progress towards achieving the SDG 6 by 2030.

The scope of this assignment includes WASH needs at the household and institutions level (schools and health centers) as well as in public places such as markets or public transport terminals.

While the scope of work will mainly be on increasing access to WASH services, other related strategic areas such as malnutrition or cholera elimination could also be considered.

To note that the consulting services could be extended and be used within the context of emergency response for the planning of the reconstruction phase after, for example flooding, cyclone or other impacts, where the focus should then be on building-back-better.

Specific objectives

The specific objectives of this assignment are to:

- Update the WASH situation in the selected districts based on all available data sources
- Develop long-term WASH strategic plans in line with SDG 2030 with specific and actionable plans including mapping and optimization of required resources.
- Identify operational strategies to achieve the proposed targets in a consultative manner.
- Identify the possible hazards and climate related risks and identify key actions to address and mitigate those risks.

3. SCOPE, APPROACH AND METHODOLOGY OF THE ASSIGNMENT

The scope of the assignment is the district level, with clear disaggregation at sub-district levels (*posto-administrativo* and locality), so that disparities at subdistrict level can be effectively tackled. The strategic plans will bring together different secondary information sources provided by different stakeholders so that a solid evidence base can be built and a short- and medium-term action plan can be designed with regards to the specific programme targets as well as SDG 6 targets.

The methodology must be as participatory as possible, including provincial and district level authorities at all stages to ensure strong appropriation. The different methodologies used will include literature review, secondary data analysis, interviews, as well as consultative workshops held at district level. Throughout the process, the consultant will work closely with UNICEF to ensure that all available data sources are duly considered, and the strategic plans are aligned with the expected programme results in short term, and SDG 6 targets on the long term.

The following elements will need to be reflected in the district-wide Strategic Plans:

- WASH Service Levels up to safely managed water and sanitation with differentiated targets and objectives for the different service levels
- Identification of high-risk areas in terms of drinking water quality based on available evidence.
- Analysis of existing geohydrological data to identify high and low potential areas.
- Assessment of existing water supply management schemes and proposed alternatives for optimization
- Assessment in terms of number of communities to be triggered and ODF Certified
- Social Behavior Change Process for sanitation
- Post-ODF sustainability including reflections on market-based sanitation.
- Identification of necessary actions for disaster risk management, climate change related risks and adaptation, and resilience
- Mapping of key district partners and roles and responsibilities of the different stakeholders

- Technological options proposed including innovations.
- Local governance
- Estimation of resources needed to achieve the targets defined.

To this end, the main tasks will be divided into three main phases:

Inception phase

- Kick-off meeting with UNICEF to confirm/agree on research objectives, the methodology, expected outcomes, project team, overall workplan and milestones and process;
- Start-up meetings with the selected provincial and district authorities to share TOR and collect early feedbacks on the methodology;
- Review of relevant official documents, including policies, strategies, project reports, territorial infrastructure documents, relevant data sets on water and sanitation infrastructure, former Strategic WASH Plans developed in the past;
- Preparation of an inception phase report for submission to UNICEF and target district authorities.

Development and consultation phase

- Data analysis phase, using mainly secondary data such as census, household surveys, WASH sector (SINAS and others), health sector and education sector databases, etc. No primary data collection is expected through this assignment as baseline studies will be conducted in parallel.
- Conduct field visits to perform interviews with the key stakeholders working in the WASH sector including government partners at district (SDPI, District Administration Office), provincial (DPOP, FIPAG, etc.), and national level (DNAAS, AIAS, etc.), development partners, donors, etc.
- Facilitate participatory workshops in each district to start elaborating the district plans.

Finalization and validation phase

- Develop the District-wide WASH Strategic Plans for the target districts.
- Organise validation workshops for each selected district to ensure key stakeholders are involved and consulted.
- Finalise the District-wide WASH Strategic Plans based on comments received from key stakeholders.

4. DELIVERABLES

- Inception report including detailed methodology, approach, and timeline to deliver this project to high standard approved by UNICEF as well as provincial and district level authorities.
- Power point presentation developed to facilitate the consultative workshops.
- Draft District-wide WASH strategic plans.
- Final District-wide WASH strategic plans for the selected districts approved by UNICEF and local level authorities.

5. PAYMENT SCHEDULE

Deliverables	Timeline	Schedule of Payment
Deliverable 1. Inception Report	2 weeks after signature of the contract	20%
Deliverables 2, 3 and 4. Draft District-wide WASH Strategic Plans + PPT Presentation used for the Workshop + Draft workshop report	2 months after signature of the contract	40%
Deliverable 3. Final District-wide WASH Strategic Plans	4 months after signature of the contract	40%

6. LOCATION AND DURATION

- Expected start date: March 2024.
- Duration: The LTA would be for an initial period of **three (3) years** which can be renewed for a further two (2) years subject to evaluation of good performance, UNICEF Country Programme needs and funds availability.
- Location: Mozambique, 4 priority provinces and respective priority districts of the Country Programme Document (CPD) 2022-2026:
 - Cabo Delgado: Ancuabe, Balama, Chiure, Ibo, Montepuez, Mueda, Namuno
 - Nampula: Erati, Lalaua, Meconta, Memba, Monapo, Nacala –A – Velha, Ribaue
 - Zambezia: Derre, Gurue, Lugela, Maganja Da Costa, Milange, Molumbo, Pebane
 - Sofala: Buzi, Chibabava, Cidade Da Beira, Dondo, Gorongosa, Muanza, Nhamatanda

7. QUALIFICATION REQUIREMENTS

UNICEF is seeking a national or international development consulting firm providing technical assistance services in the WASH Sector, including the development of WASH strategic plans and policies. The consultant must have proven experience in the development of plans, policies and strategies in the WASH Sector. Experience in water, sanitation and hygiene programming is a must, as is experience in Mozambique. National and international consulting companies are encouraged to apply.

The consulting company is requested to propose a technical and financial proposal for at least one sample district of choice, or several sample districts if this is relevant for the application of different methodologies or different costs to different context. This should be clearly specified in the technical and financial proposal submitted.

It is expected that the project will be undertaken under the responsibility of one team leader who should be a senior WASH expert and one expert with proven track record of undertaking similar assignments. In case the company wishes to add additional personnel, it should be strongly justified and linked to the expected project outcomes. The time input proposed for the team members must be commensurate with the tasks they will undertake in the assignment.

The **team leader** must demonstrate the following:

- Must hold a postgraduate degree (PhD, MSc/MA) in one or more of the following relevant disciplines: development studies, WASH or water, sanitation and hygiene, public health, or economics and social sciences.
- At least 10 years of relevant work experience in developing countries. Experience in Mozambique is strongly desirable.
- At least 8 years at a senior level in strategic planning and strategy, policy development and research.
- Have proven experience in developing a strategic plan for social approaches, ideally in a development context, incorporating social, child and gender considerations and human-centred design where appropriate.
- Have strong knowledge and skills in planning, programming, and implementing water and sanitation programmes, both in rural and urban context.
- Experience of working with UNICEF, UN or other international development organisations is an advantage.
- Demonstrated ability to write technical reports.
- Fluency in Portuguese and English, both written and oral.
- Excellent communication and facilitation skills.
- Cultural and political sensitivity. Integrity and respect for all stakeholders.

The **national WASH expert** must demonstrate the following:

- Must have a postgraduate (Master's) degree in one or more of the following relevant disciplines: development studies, WASH or water and sanitation, or economics and social sciences, or equivalent professional experience in addition to the experience listed below.
- At least 5 years of relevant experience in the sanitation and hygiene sub-sector in Mozambique
- Good understanding of sanitation issues, policies, and stakeholders in Mozambique
- Fluency in English and local languages
- Good facilitation and communication skills

8. CONTENT OF PROPOSALS

Interested and qualified consultancy firms are requested to submit one technical proposal and one financial proposal within the indicated deadline.

I. Technical Proposal

The firm must submit documentation and proof of the qualification requirements as part of its proposal:

Firm's legitimacy

- Valid Certificate of Registration / Incorporation.
- Fiscal Regularity - 1) valid certificate issued by the tax authority; and 2) valid declaration issued by the institution responsible for social security system);

Physical and Financial Capacities

- Signed declaration by an authorised representative confirming that the firm is not in a situation of bankruptcy.
- Financial statements for the last 2 years (2021-2022) that must be submitted with your proposal.

Organizational Background and Past performance

- Past performance: at least two (2) relevant samples of past similar work, demonstrating experience in the provision of the services outlined in the TOR; and a minimum of 3 references (names and contact details) from previous projects.

Project Team

- List of qualified key personnel available for the proposed service, outlining their specific roles for the assignment as per the TOR, their CV's and certificates to be submitted proving their qualifications.

II. Financial Proposal

The financial proposal should include all costs related to implementation of the services.

9. EVALUATION PROCESS

I. Technical proposal: The applicant is expected to submit a technical proposal that includes a detailed understanding of the context and the assignment, the proposed methodology and timeline, the expected challenges and mitigation measures, references from similar assignments, examples of sample reports/public documents from similar assignments approved by the proposed consultant(s), and a detailed CV. The proposal should not exceed 20 pages.

II. Financial proposal: The financial proposal must be comprehensive and include a detailed budget that covers the consultant's fees, travel and subsistence expenses and other expenses to be incurred for this mission. The costs of the workshop will be covered by UNICEF and should not be included in the budget proposal.

Only proposals that score 49 points or more out of a total of 70 points in the technical evaluation will be selected for the financial evaluation phase. Weighted ratio between the technical and financial proposal criteria: (70:30)

Item	Technical Evaluation Criteria	Max. Acquirable Points
0	Mandatory criteria Consultant or Institutional profile, including legal declaration	Fail/Pass
1	Overall response , for example, the bidder's understanding of the task and the alignment of the proposal submitted with the ToR.	5
2	Profile of the consultant: descriptions of similar development plans or strategies, including costs and projects related to water and sanitation	25

2.1	Breadth and depth of experience in similar projects - Include references from previous projects and reports. The names and contact details of three recent references must be given	15
2.5	Key personnel: ☐ All relevant elements Updated curriculum vitae. ☐ Detailed organizational chart with clear roles and responsibilities of the different members of the proposed team	10
3	General proposed methods and approach of the assignment	40
3.1	Proposed methodology and approach Description of how the proposer will address each of the points described at the beginning of the mission of this request for proposal, including the description of the methodology, the quality assurance framework, the applicable tools, and the standardized results, such as interim and final reports. For example, a work plan detailing the sampling methods, a project execution plan in line with the project	25
3.2	Proposed work plan and approach for carrying out the tasks according to the ToR, including approximate durations, on-site and off-site meetings/main milestones and main results	5
3.3	Operational strategies, monitoring and evaluation, quality control mechanism	5
3.4	Quality assurance mechanism and risk mitigation measures	5
TOTAL TECHNICAL SCORE 70		70
Technical minimum required: 70% out of 70 points (49 points)		

10. ADMINISTRATIVE ISSUES

The contractor must use its own office space, computers, etc.

UNICEF will bear the costs of any meetings to be organised, so associated costs should not be included in the financial proposal.

11. PROJECT MANAGEMENT

Minutes of the meetings must be submitted electronically, including action points in a well-articulated, clear, and concise manner. All reports will be submitted in Portuguese and the executive summary of the final report should be submitted in English and Portuguese.