**TERMS OF REFERENCE**

**Purpose of the Assignment:**

**SYSTEMATIZATION OF TRAINING / CAPACITY BUILDING MODULES AND STRATEGY FOR CAPACITY BUILDING ON THE DELEGATED MANAGEMENT FRAMEWORK FOR WASH IN SMALL TOWNS**

**Section Submitting: WASH**

1. **Purpose and Objective:**

UNICEF support to WASH in small towns, with AIAS as main partner, aims at strengthening the capacities of institutions and stakeholders to implement the Delegated Management Framework (DMF) for WASH in Small towns in Mozambique. To date, UNICEF WASH in small towns programme has intervened in 6 small towns, from 4 different provinces (Nampula: Ribaue, Tete: Ulongue, Manica: Espungabera and Inhambane: Jangamo, Homoine and Morrumbene.

To support the technical and managerial capacities of stakeholders at decentralized level, and contribute to the enabling environment to increase access and ensure sustainability of WASH services in small towns, a set of technical modules for capacity development was developed to address gaps at individual and institutional level.

These modules were delivered between 2015 and 2017, in parallel to the implementation of field work activities of the AGUASANI programme to provide hands-on-training on the various aspects of the WASH in small towns programme. After the completion of each module a test of the participants was undertaken so to assess participants’ retention and feedback immediately after the training. Participants to the training were provincial and district technical staff from the provinces and districts / municipalities targeted in the interventions, as well as personnel from other partners, such as PEC implementing agencies.

Looking at systematizing the capacity building activities for DMF in WASH in small towns implemented in previous years, UNICEF is looking for a Consultant / Team of consultants to both document the experience in the delivery of the capacity building component, analyzing its results and recommending improvements for replica, as well as to propose a strategy for scaling up capacity building activities within the expansion of the Delegated Management Framework in small towns in Mozambique.

The Consultancy is part of the implementation of the AGUASANI programme, funded by European Union, and UNICEF, and implemented in partnership with AIAS, DPOPHRH Inhambane and CRA.

1. **Methodology and Technical Approach:**

The Consultant will gather information, technical documentation and tools related to the training package/ capacity building modules for DMF in WASH in small towns to systematize its implementation, reflect on its efficiency / efficacy in improving technical capacities at decentralized level, and provide recommendations for addressing remaining gaps and replicating the approach to other provinces.

The Consultant will include in the information gathering other capacity building activities implemented within the Delegated Management Framework in small towns, including the PO35 programme, supporting AIAS and private operators capacity.

The training package comprised of five modules, consisting of a one-week theory unit followed with practical on the-job training and an assessment test. The content of the modules is indicated below:

* **Module 1.** Water and sanitation services planning in small towns: Concepts of the delegated management framework, water supply projects planning, and town-wide sanitation planning.
* **Module 2.** Piped water supply systems design (including project appraisal and costing), behaviour change communication and sanitation demand generation tools.
* **Module 3.** Procurement procedures for piped water supply works.
* **Module 4:** Operation and Maintenance of Water Supply Systems and Guidelines to prepare a Sanitation Competition.
* **Module 5:** Supervision of Constructions Works, Contract Management and Operation and Maintenance of Public Toilets

In addition, the Consultant will interview participants to the trainings, personnel involved in its delivery and other implementing partners and stakeholders involved to gather perceptions on the delivery methods and results obtained in the delivery of the modules, as well as areas which are still in need for development.

Furthermore, the Consultant should include the review other training materials available (in Mozambique and from other countries) that can serve to improve the existing training package.

In his / her analysis, the Consultant should be able to identify:

* At what level the modules of the training package have covered the training needs of participants?
* At what level the participants have benefited from the content of the modules and improved their knowledge on the subjects covered by the trainings?
* What other elements would be necessary to cover / reinforce in the scaling up of the implementation of a similar capacity building interventions?

The analysis and finding of the Consultant will be discussed in a consultation meeting with partners to validate and provide feedback for the final products. Such meeting is to be convened in conjunction with AIAS and other organizations involved in capacity development within the DMF, including the PO35 programme. This will serve to. The Consultant will be responsible for facilitating the meeting, including the development of tools and methodologies for discussion and collection of participants’ feedback.

Based on the review of the above information and feedback provided, the Consultant will produce:

* Identification and analysis of remaining gaps and proposal for addressing them.
* Revised / proposed training package based on the modules previously delivered plus improvements based on analysis and additional materials.
* Proposed tools for participants’ assessment.
* Proposed strategy/action plan for future delivery of training modules for DMF in WASH in small towns, including assessment / identification of delivery mechanisms.

1. **Activities and Tasks:**

To collect the necessary information and develop the deliverables within the Constancy, the Consultant is expected to conduct:

1. **Literature review *[5 days]*** of existing documents / publications included but not limited to initial assessment capacity conducted with AIAS, documentary evidence from training package implemented in previous years, other training materials, sector documents for institutional strengthening, etc.
2. **Interviews with key stakeholders and partners (focusing on participants) *[12 days, including 10 days in the field]*** including but not limited to:

* Administração das Infraestruturas de Agua e Saneamento (AIAS)
* Vitens Evidens and other implementing partners under the PO35 programme.
* Direcção Nacional de Abastecimento de Agua e Saneamento (DNAAS)
* Direcção Provincial das Obras Publicas, Habitação e Recursos Hídricos in targeted provinces (Inhambane, Nampula, Tete and Manica)
* Serviço Distrital de Planificação e Infraestrutura (SDPI) / Municipalities in the targeted districts.
* Sample of participants to the trainings (list to be provided to the Consultant).
* Facilitators and other staff involved in the preparation and delivery of the trainings.
* Other organizations, such as FIPAG, to explore existing capacity building materials that could be used as reference for the development of the proposed training modules.

The objective of such interviews would be to collect documentary information, tools, etc. as well as to capture partners’ perceptions on the trainings conducted and the results achieved through them in terms of contribution to their work, as well as what additional training may be required in the future. The interviews would also serve for the consultant to get details on the type of work, challenges and academical background of participants in order to propose adequate methodologies for learning. The consultant should develop the necessary tools to collect such information in the form of a questionnaire / guide for the interview.

1. **Systematization of documentary evidence and production of revised training package *[8 days]*,** including minimum participants academical background to attend each module, training materials, tools and methodologies, implementation reports and other documents relevant to the implementation of the capacity building component. The consultant will produce a revised package for future trainings, that include the table of content, the summary of the training and the target audience, the power point presentations, hand-outs, development for each session practical examples, online training material for each module and assessment tool at the end of each module of session and other necessary tools.
2. **Proposed strategy for capacity development *[7 days]*.** Based on theanalysis of the interventions conducted in previous years, as well as feedback from partners the Consultant will develop a strategy for replica / scale up of similar capacity development interventions including:
   * Identification of ‘beneficiaries’ / target audiences and analysis of their needs for capacity development.
   * Proposed implementation approach / rolled out of training, including mechanism for delivery
   * Proposed inputs and requirements for implementation, including timeline, human resources, (experience and qualifications) and estimated costs
   * Proposed targets and monitoring framework.
3. **Consultation with stakeholders for validation of final products *[2 days]*.** Based on the draft final documents, the Consultant will prepare the necessary materials for a half-a-day consultation / review meeting with partners and stakeholders. The Consultant will also develop the necessary tools to collect feedback during the meeting to enable the final review and presentation of the final document.
4. **Presentation of final products *[1 day]*.** In addition to thefinal set of documents (training package and strategy) the consultant will prepare a 30 minutes presentation summarizing the Consultancy, with emphasis on the proposed strategy for replica and scale up of the capacity building / training for DMF for WASH in small towns.

*NOTE: Duration per activity are indicated in working days and are referential only. Interested consultants should include in their financial proposal the actual timelines proposed for the consultancy.*

1. **Deliverables and Payments:**

**4.1 Deliverables**

1. **Systematization of training package:**  At the start of the assignment, the Consultant should prepare a proposal for structure of training package / materials and strategy document. Following approval, the Consultant will undertake the review / improvement of existing materials and building the revised package.

The revised training package should include materials for presentation, handouts and additional materials for both facilitators and participants so to be used as a guidance for replica / scale up of future trainings. It should be presented as an electronic library with clear instructions for facilitators on how to use the different materials.

When field activities are proposed, the package should include guidance on how such activity is to be organized and delivered.

1. **Proposed strategy for scale up of capacity building on DMF for WASH in small towns:** based on the interviews and consultation with stakeholders and partners, the consultant will develop a proposed strategy for implementing the proposed training package as part of the scale up of the capacity building for DMF for small towns.
2. **Consultancy report.** A final consultancy report, written in Portuguese, with a maximum of 40 pages (font Arial 11, single space, normal margins) is to be produced at the end of the consultancy (a preliminary report to be submitted for review at an earlier stage, see section 4.2.). The document should highlight the main findings of the consultancy, lessons learnt and good practices as well as recommendations for future replica of the capacity building modules (in line with the proposed strategy, see item B above).
3. **Final presentation:** A 30 minutes presentation (in Portuguese and English) should be prepared to summarize the Consultancy and its deliverables, as per indicated above.

All other materials collected during the consultancy (i.e. pictures, documents, etc.) should be submitted to UNICEF as part of the final deliverable, in electronic copy.

Besides the above indicated deliverables, the development of other materials may be required as part the development of the information gathering and review processes, as per indicated in these terms of reference.

**4.2. Payment schedule**

Payments will be processed upon acceptance of the corresponding deliverable and against an invoice that will make reference to the contract reference and deliverable number. Payments will be approved by the respective section chief.

**Deliverable 1 (inception):**

Delivery timeframe: 1 week after start of consultancy

Deliverable/product(s):

* Proposed workplan and schedule
* List of partners and interview tools
* Proposed structure for consultancy report, strategy and training package

Payment: 30%

**Deliverable 2 (mid-term):**

Delivery timeframe: 8 weeks after start of consultancy

Deliverable/product(s):

* Draft consultancy report
* Draft strategy for scale up of capacity building package and training package to be presented for review / consultation, including proposed delivery mechanisms.
* Draft proposed capacity building packages (training modules)

Payment: 30%

**Deliverable 3 (final):**

Delivery timeframe: 12 weeks after start of consultancy

Deliverable/product(s):

* Final consultancy report
* Final proposal for strategy
* Final capacity building package (training modules)

Payment: 40%

1. **Management and Supervision:**

The consultant will report to the WASH Specialist and manager of the Small Towns WASH programme, in coordination with other members of the team in charge of the implementation.

The Consultancy is expected to start on 30 July 2018. All activities and products should be delivered no later than 30 October 2018.

NOTE: Duration per activity included in Section 3 are indicated in working days and are **referential only**. Interested consultants should include in their financial proposal the actual timelines proposed for the consultancy.

1. **Qualifications and Specialized Knowledge:**

* Experience (at least 10 years) in capacity building, training and institutional strengthening.
* Proven experience in development of strategies for capacity development.
* Previous experience in development of training packages for adults / professionals.
* Familiarity with the WASH sector in Mozambique and experience working with Government partners
* Fluent in Portuguese and English.

1. **Evaluation Criteria**

The selection of the consultant will be based on a “best value for money” principle. Interested candidates should, in addition to submitting their CV and cover letter, indicate their all-inclusive fees (including travel, subsistence costs, etc.) for the services to be provided. The office shall select the individual who quoted the lowest fee from the list of individuals who are deemed technically suitable for achieving all tasks in time. The technical evaluation criteria are stipulated below.

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| **Item** | **Technical Criteria/Qualifications** | **Max. Points** |
| **1** | **Education** |  |
| **1.1** | University degree in a WASH / social science related field | 10 |
| **2** | **Work Experience** |  |
| **2.1** | Familiarity with WASH sector in Mozambique / Experience working with Government partners | 10 |
| **2.2** | Experience in documentation / systematization of development programmes | 10 |
| **2.3** | Experience in working in WASH in small towns / secondary cities. | 10 |
| **2.4** | Experience / familiarity with the sanitation sub-sector | 10 |
| **3** | **Technical Skills and Knowledge** |  |
| **3.1** | Experience in qualitative research, synthesis and development of media libraries | 10 |
| **3.3** | Language skills: Fluent in English and Portuguese | 10 |
|  | ecblank**Total Technical Score** | **70** |
|  | **Minimum Technical for pass to financial assessment** | **50** |