



**REPUBLIC OF MOZAMBIQUE  
MINISTRY OF PUBLIC WORKS, HOUSING AND WATER RESOURCES**



**WATER SERVICES AND INSTITUTIONAL SUPPORT PROJECT II**

**(WASIS II)**

**PROJECT NO. P-149377  
IDA GRANT NO. D110-MZ**

**TERMS OF REFERENCE  
FOR  
SECURITY RISK ASSESSMENT CONSULTANT**

**AUGUST 2022**

## Table of Contents

1. BACKGROUND .....	3
1.1. GENERAL.....	3
2. PEMBA WATER SUPPLY SYSTEM.....	5
3. INTERVENTIONS OF THE PROJECT .....	6
4. INSURGENCY AND SOCIAL CONFLICTS IN CABO DELGADO .....	7
4.1. MAIN CHALLENGES.....	7
5. OBJECTIVE AND SCOPE OF WORK.....	7
5.1. OBJECTIVES.....	7
5.2. DELIVERABLES.....	8
5.3. SCOPE.....	8
5.3.1. SECURITY RISK ASSESSMENT/ANALYSIS .....	8
5.3.2. DEVELOPMENT OF SECURITY MANAGEMENT PLANS.....	9
5.3.3. IMPLEMENTATION OF SECURITY MANAGEMENT PLANS (SMPS).....	9
6. CONSULTANCY REPORTING AND TIMELINES.....	10
7. QUALIFICATION AND EXPERIENCE REQUIRED .....	10
8. TYPE OF CONTRACT .....	11
9. TERMS OF PAYMENT.....	11
10. DURATION OF THE ASSIGNMENT .....	11
11. REPORTING .....	11
12. FACILITIES PROVIDED BY FIPAG.....	12

## **1. BACKGROUND**

### **1.1. GENERAL**

The Republic of Mozambique has applied for a grant from the International Development Association toward the cost of the Water Services and Institutional Support Project II (WASIS II). As part of the proceeds, the Government of Mozambique (GoM) applied part of this amount grant to payments under consultancy services for Supervision of Electromechanical Equipment of Boreholes, Rehabilitation and Construction of Water Treatment Plant and Pumping Stations in Pemba, Cabo Delgado Province.

The GoM is implementing reforms in the urban water supply sector aimed at improving coverage, quality, and efficiency of services. The reform program has involved the re-organization of sector Governance mechanisms, which have facilitated a transition towards decentralized water supply operations and management, including service regulation, investment planning, and private sector participation in operations.

More specifically, the GoM has taken steps to provide for:

- Reduced operating costs and increased efficiency, particularly through involving private sector in operations for water supply services in 21 major cities: Maputo, Matola, Boane, Beira, Quelimane, Nampula, Pemba, Dondo, Chokwe, Xai-Xai, Inhambane, Maxixe, Tete, Moatize, Chimoio, Manica, Gondola, Lichinga, Cuamba, Angoche and Nacala.
- Tariff adjustments that support financial sustainability; and
- Establishment of a Regulatory Board for the sector, which considers both service quality and financial performance.

The program for urban water supply also includes investments in rehabilitation and expansion of systems. The GoM's implementation agency for the urban water program is Fundo de Investimento e Património do Abastecimento de Água (Investment Fund and Water Supply Asset Holder) – FIPAG through the structures indicated in the *Figure 1*.

FIPAG is responsible for the fixed assets of the city water supplies and the future investment in the systems. It has the mandate to ensure that the public receives an adequate and safe water supply that meets Mozambique standards for health and hygiene (the public service obligation), and is empowered to ensure these systems achieve autonomous, efficient, and financially sustainable water supply operations.

The specific responsibilities of FIPAG are as follows:

- Investment and financial management for the rehabilitation and expansion of water supply assets.
- Maximization of efficiency and return on existing assets.
- Contract management, monitoring, and enforcement of the contractual obligations of the selected operator; and

- Procurement of projects in accordance with the government, World Bank, and other funding agencies' guidelines.

The WASIS II Project, supported by the World Bank, has its objectives to improve the performance, sustainability, and coverage of water supply services in the cities of Beira, Dondo, Tete, Moatize, Nacala and Pemba.

These projects will bring several benefits to the population that will use the water supply system in all cities such as: (i) more coverage through the increase of the number of connections by a diverse number of users; (ii) more security in the access of clean water during the day at accessible prices, (iii) higher business development possibilities in sectors and activities in which water supply is a major factor.

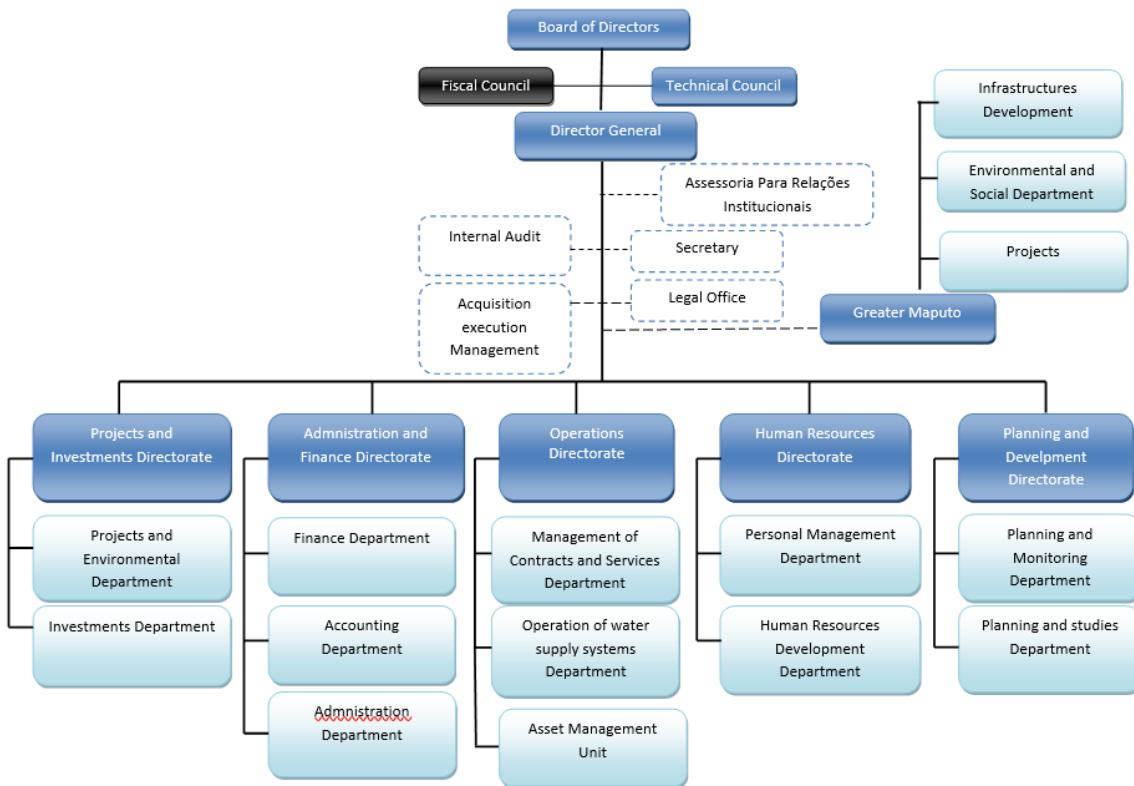


Figure 1. FIPAG Organization Structure

## **2. PEMBA WATER SUPPLY SYSTEM**

The water supply for Pemba is based on groundwater pumped from the Metuge well field, located around 50 km west of the city. The capacity of the Metuge well field at present provides around 12.000 m<sup>3</sup>/day and with the expansion, it will provide another 18.000 m<sup>3</sup>/day, increasing the total ground water-based supply to 30.000 m<sup>3</sup>/day.

The existing transmission main exist of 50 km of 450mm diameter pipeline with two intermediate pumping stations (Point A and Point D), two transition stations (Point C and Point F) and an elevated tower (Point E) which deliver water to the main distribution reservoirs located near the city (Station F). Water is supplied along the route of the main to the villages of Metuge, Nangua, Mieze, Morrebue and Muaguide. Approximately 5 km of the main is badly corroded where it passes through an area of corrosive soils and needs to be replaced. This present WASIS II Project will therefore include the rehabilitation of the present transmission main as well as the construction of around 50 km of a new DN 500 mm transmission main from the well field (Station A) to Pemba (Station F). Provision is also made in this WASIS II Project for the rehabilitation and expansion of the pumping stations at positions A and D.

There are a total of eleven ground level reservoirs and five elevated towers in Pemba with a total capacity of 13,000 m<sup>3</sup>. Therefore, the present project includes the construction of a 1,000 m<sup>3</sup> reservoir and a 250 m<sup>3</sup> water tower at an additional Distribution Center in order to improve the storage capacity and water pressure control.

The distribution network consists of approximately 326 km of pipe with 15,051 domestic connections. Due to the topography, the distribution system suffers from low pressures in the highest elevations, whilst pressures may be higher than is desirable in the low coastal strip. A pilot district metering area (DMA) will be established, and it is planned to create other DMA's and develop a leakage control program.

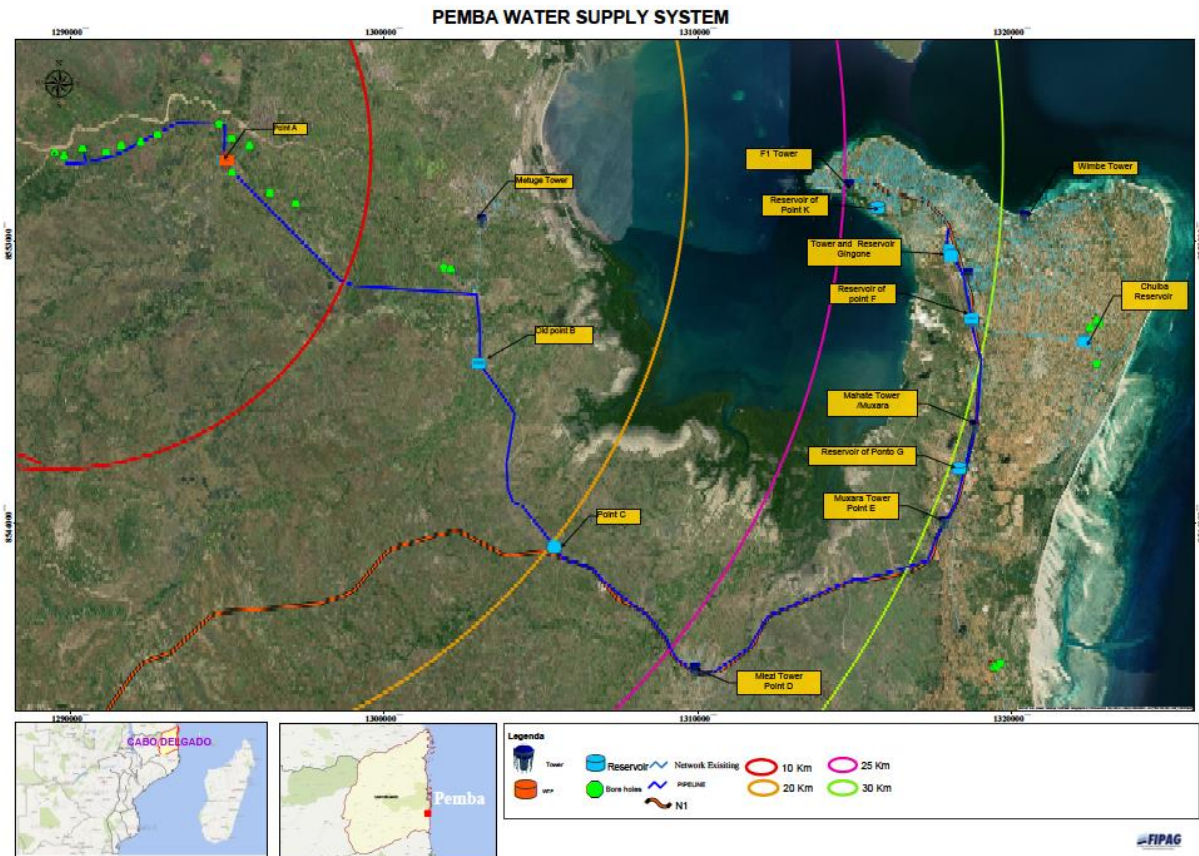


Figure 2: Map of the Water Supply System

### 3. INTERVENTIONS OF THE PROJECT

Through the WASIS II project, in the city of Pemba is being implemented rehabilitation and expansion of water supply system, that include the rehabilitation and construction of the water treatment plant and the pumping stations as well as the electro-mechanical equipment of new wells.

The goal of the project is to raise the capacity of the water treatment plant to be able to provide enough water to the metropolitan area of Pemba.

The project consists of the following subprojects:

- Electromechanical equipment for existing and new boreholes at the wellfield, including power supply and new telemetry systems.
- Connection between the transmission network and the new wells.
- Rehabilitation and expansion of the capacity of the existing water treatment plant, from 15.000 to 30.000m<sup>3</sup>.
- Rehabilitation and expansion of the existing pumping stations.
- Rehabilitation of the water tower.
- New hydraulic components.

All works are executed at Point A, Point C and Point D, located around 30km, 20km and 15km from Pemba city, respectively.

#### **4. INSURGENCY AND SOCIAL CONFLICTS IN CABO DELGADO**

Cabo Delgado province has been the target of attacks by insurgencies, with social and economic impacts. The geography of the occurrence of attacks and the escalation of insurgency actions weakens economic, social, environmental development and compromise the increase and expansion of investments in various sectors, such as the water supply to the communities, including companies. The insurgency attacks took place for the first time in 2017, attacking public and private infrastructure in the coastal city of Mocímboa da Praia. In 2020, a land and sea incursion gave the insurgent group brief control of Mocímboa da Praia as their attacks intensified elsewhere in Cabo Delgado. Therefore, in 2021, the city of Palma was the target of insurgency actions with relatively significant material and human damage (Alden & Chichava, 2022<sup>1</sup>; Cheatham, Long & Sheehy, 2022<sup>2</sup>). More recently, in June 2022, Metuge district was the target of insurgency actions, paralysing development activities, including water supply (Cabolidado, 2022<sup>3</sup>). While the motives remain unclear, their brutality unleashes undermine any developmental process.

On June 2<sup>nd</sup>, 2022, around 2:00pm, the Engineer and the Contractor's team on site received information of a potential attack in the village near to the wellfield Borehole n°1, which was confirmed by the local Police in Metuge.

##### **4.1. MAIN CHALLENGES**

- The area for equipment of the boreholes in Metuge wellfield is extensive, with an average distance of 750m between each borehole as demonstrated in the figure.
- The contractor's camp site is located near Point A, and there is a need to ensure security, including transportation of equipment's to camp site.
- There is required an alternative emergency exit, since the existing access road to Metuge Point A is the only one.

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

##### **5.1. OBJECTIVES**

This Terms of Reference (ToR) lays out the scope, roles, and responsibilities of the Security Risk Assessment Specialist (SRAS) in assisting the FIPAG in assessing risks and threats at the project implementation area.

---

<sup>1</sup> Alden, C., Chichava, S. (2022). Cabo Delgado: 'Al Shabaab/ISIS' and the Crisis in Southern Africa. Policy Center for the New South. [https://www.iese.ac.mz/wp-content/uploads/2021/06/PB\\_14-21\\_Alden\\_Chichava.pdf](https://www.iese.ac.mz/wp-content/uploads/2021/06/PB_14-21_Alden_Chichava.pdf)

<sup>2</sup> Cheatham, A., Long, A., Sheehy, T.A. (2022). Regional Security Support: A Vital First Step for Peace in Mozambique. United States Institute of Peace. <https://www.usip.org/publications/2022/06/regional-security-support-vital-first-step-peace-mozambique>

<sup>3</sup> Cabolidado (2022). Cabo Ligado Weekly: 30 May-5 June 2022. <https://www.cabolidado.com/reports/cabo-ligado-weekly-30-may-5-june-2022>

The objectives of this consultancy are to enable the FIPAG to rapidly: (i) identify relevant sources of threat and to mitigate identified security and safety related risks to human security across Metuge and Pemba for all project workers and project-affected parties and assets; and (ii) help establish a system for security risk management (SRM) in accordance with ISO 31000.

## **5.2. DELIVERABLES**

The consultancy deliverables include:

- (i) Producing a Security Management Plan (SMP) governing the overall project implementation.
- (ii) Producing detailed Security Risk Assessment (SRA) for Metuge and Pemba.
- (iii) Skills and capacity transfer through coaching, training, and development of the FIPAG Focal Points on implementation of the SMP; and
- (iv) Subject to the FIPAG requirements, provide punctual follow-on support on SRM across the Project portfolio during the Project life cycle.

SRA and SMP processes shall be compliant with World Bank international practice (WBIP) per ISO 31000, Risk Management – Principles and Guidelines (2018).

The Security Risk Assessment Specialist will adequately equip the FIPAG key team to review and adjust the SRA and SMP to meet the changing needs of the Project throughout the implementation cycle. The SRAS will also ensure the SMP is in conformity with all national government legislative requirements and World Bank guidance.

## **5.3. SCOPE**

### **5.3.1. SECURITY RISK ASSESSMENT/ANALYSIS**

The SRAS shall:

- a) During Project inception, draft a detailed methodology (including key tools, questions, areas of focus, ESS considerations, etc.) for area-specific security risk analysis, and request sign-off by the FIPAG for the methodology.
- b) Liaise closely with the FIPAG and the respective key team and undertake field visits in respect of all jointly identify, activity-specific sites or clusters of activity-sites, which will be subject to an SRA-SMP process.
- c) Through desk research and on-site assessment visits, conduct detailed District-level SRA of the identified Project sites. Analysis should be based on in-depth contextual understanding of local socio-political features; access to resources; dynamics of clans, potential use of security actors in project activities; minority groups, business and religious groupings and interests; political events, historical population movements; existing and potential violence and tensions; dynamics of extremist and terrorist influences and interdiction; identification of vulnerable and marginalized groups requiring particular protection; political economy analysis around access to resources; impact of existing political and social tensions; and other accessibility considerations including ESS.
- d) Based on the findings and per ISO 31000 standards, develop confidential area-specific security risk assessment documentation, including risk measurement and treatment (SMP),



that shall be provided directly to the FIPAG.

- e) SRA and the SMP produced for the consultancy by the SRAS shall be treated in a confidential manner and shall remain the property of the FIPAG; they shall not be disclosed to any other party without the consent of the FIPAG.
- f) Developing the Security Risk Assessment Matrix, and SWOT analyses and Force-Field Analyses related to gaps and needs assessments.

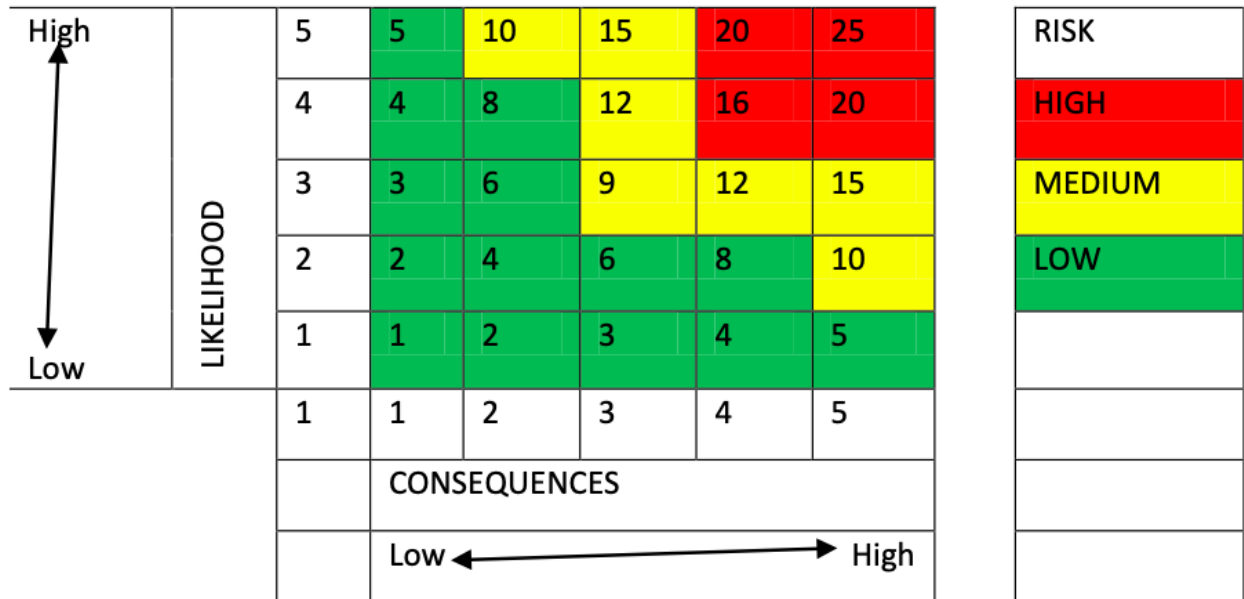


Figure 3: Risk Assessment Matrix Analysis

### 5.3.2. DEVELOPMENT OF SECURITY MANAGEMENT PLANS

The SRAS shall develop the Project SMP, to support Project implementation, prior to the commencement of activities. The SMP shall include:

- a) Clear identification of security risks and their mitigation in the area of Project operation.
- b) Description of Project activities to be implemented.
- c) Advice on what aspects of SRM should be included in the contracts and budgets of project contractors.
- d) Monitoring and Compliance inspections and contractor security management processes.
- e) Crisis and emergency contingency Management Plans.
- f) Cost estimates associated with contractor security management processes.
- g) Analysis on the use of security actors in project-related functions.
- h) Terms of Reference for local security providers, including appropriate reinforcement on codes of conduct and use of force.

### 5.3.3. IMPLEMENTATION OF SECURITY MANAGEMENT PLANS (SMPS)

The SRAS will further assist the FIPAG and Field Security Specialist in the implementation of the SMP, including:

- a) The selection of local physical security providers and orientation on standards

required by the Project.

- b) Assistance in the integration and training of the key staff.
- c) Selection, monitoring, auditing, and punctual inspection of performance of local security providers.
- d) Support to the FIPAG in the development of a Project-wide security reporting system; and
- e) As required by the FIPAG, provision of in-house risk management training and coaching of the FIPAG field Staff.

## **6. CONSULTANCY REPORTING AND TIMELINES**

During this consultancy, the consultant shall prepare reports for submission to the FIPAG. All major reports should contain an executive summary in English and Portuguese. Reports will be submitted electronically to the FIPAG.

The Inception Report shall contain, at a minimum:

- a) Mobilization of consultant and logistical dispositions.
- b) Review of documents and outline of all initial pertinent activities that need to be performed and the obligations of the FIPAG. The report shall also bring to the attention of the FIPAG a list of potential issues that warrant early attention.
- c) Overall and detailed work program featuring a concept of operations, pertinent activities, and critical pathways; and
- d) Outline of organizational lines of authority, communication, and coordination procedures in relation to: (i) the SMP, and (ii) related Field Security Specialist.

Security Risk Assessment Report shall contain, at a minimum

- a) Risk assessment methodologies and tools.
- b) Identification of risks, impacts and mitigation.
- c) Content of the risk assessment report.
- d) Security risk management strategy.

Security Management Plan shall contain, at a minimum:

- a) Risk description; contingency actions; risk impacts on the project; risk matrix analysis.
- b) Risk assessment and mitigation measures.
- c) Overview of the local security situation and contingency actions.
- d) Security management plan.

## **7. QUALIFICATION AND EXPERIENCE REQUIRED**

The Consultant shall possess the following qualification and experience:

- Minimum of seven (7) years national or international experience in the development of security risk assessments and analyses.
- Experience in disarmament affairs, conflict resolution, crime or terrorism prevention, security, risk or disaster or emergency management and preparedness in the public or

private sector areas responsible for responding to emergency situations that directly impact security is required.

- Skills and capabilities in performing a range of risk assessments, including a deep understanding of processes, procedures, mechanisms, and operations of security and safety related issues in Mozambique.
- Experience in the preparation and reporting of complex consulting services.
- Familiar with the World Bank security risk management procedures.
- Strong knowledge on information security policies, standards, and procedures, and concepts involving confidentiality, integrity, and availability.
- Strong knowledge on information security concepts involving threat, vulnerability, and risk analysis.
- Experience designing and performing risk assessments on enterprise security systems.
- Analytical thinking, ability to solve problems and analyse data.
- Excellent interpersonal and communication skills.

## **8. TYPE OF CONTRACT**

The contract that FIPAG will enter into with the Consultant will be lump sum.

## **9. TERMS OF PAYMENT**

- **1<sup>st</sup> phase: 20%** upon the initial starts of the work, submission and acceptance of Inception Report and Work plan.
- **2<sup>nd</sup> phase: 30%** upon submission of Security Risk Assessment (SRAs) reports.
- **3<sup>rd</sup> phase: 30%** upon submission of Security Management Plans (SMPs).
- **4<sup>th</sup> phase: 20%** upon submission of Final Report of the assignment and after approved or No Objection to the World Bank.

## **10. DURATION OF THE ASSIGNMENT**

The duration for completion of the work would be four (4) months after screening and successful applicant is selected, starting on the date in which consultant receives the acceptance letter from the FIPAG. The letter will define commencement date and end date of the work.

## **11. REPORTING**

All documents, correspondence, instructions, communications, etc., related to the project shall be in English and when necessary, translated to Portuguese.

The Consultant shall report formally to FIPAG's Director General or the FIPAG's Project and Investments Director and his designated representative and counterpart in emergency situations and whenever is necessary.

The consultant is expected to carry out the key activities in close coordination and cooperation with FIPAG's Environmental and Social Safeguard Advisor.

## **12. FACILITIES PROVIDED BY FIPAG**

The Consultant shall at its own expense ensure transportation, equipment, office, and accommodation expenses. FIPAG will provide all necessary and available information, support including the issuance of credentials to present and seek other relevant information.