



**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 A SECURITY RISK  
MANAGEMENT SPECIALIST**

**July 2022**

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# 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.

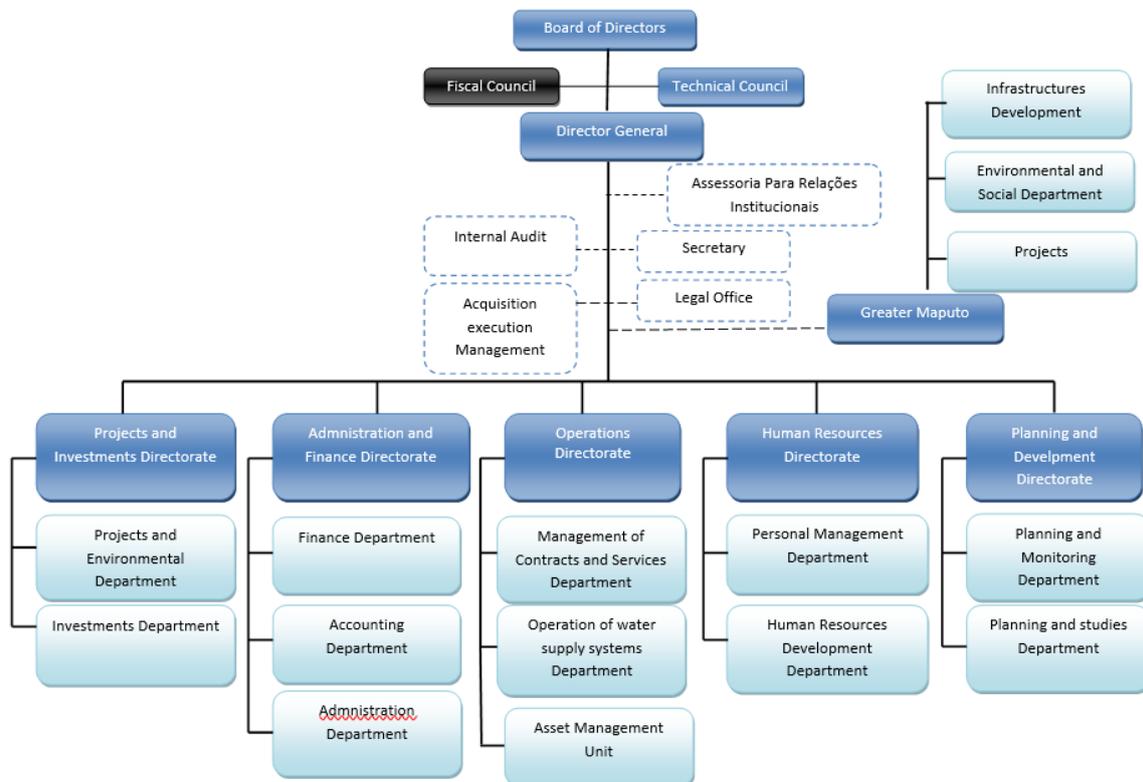


Figure 1. FIPAG Organization Structure

## **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.

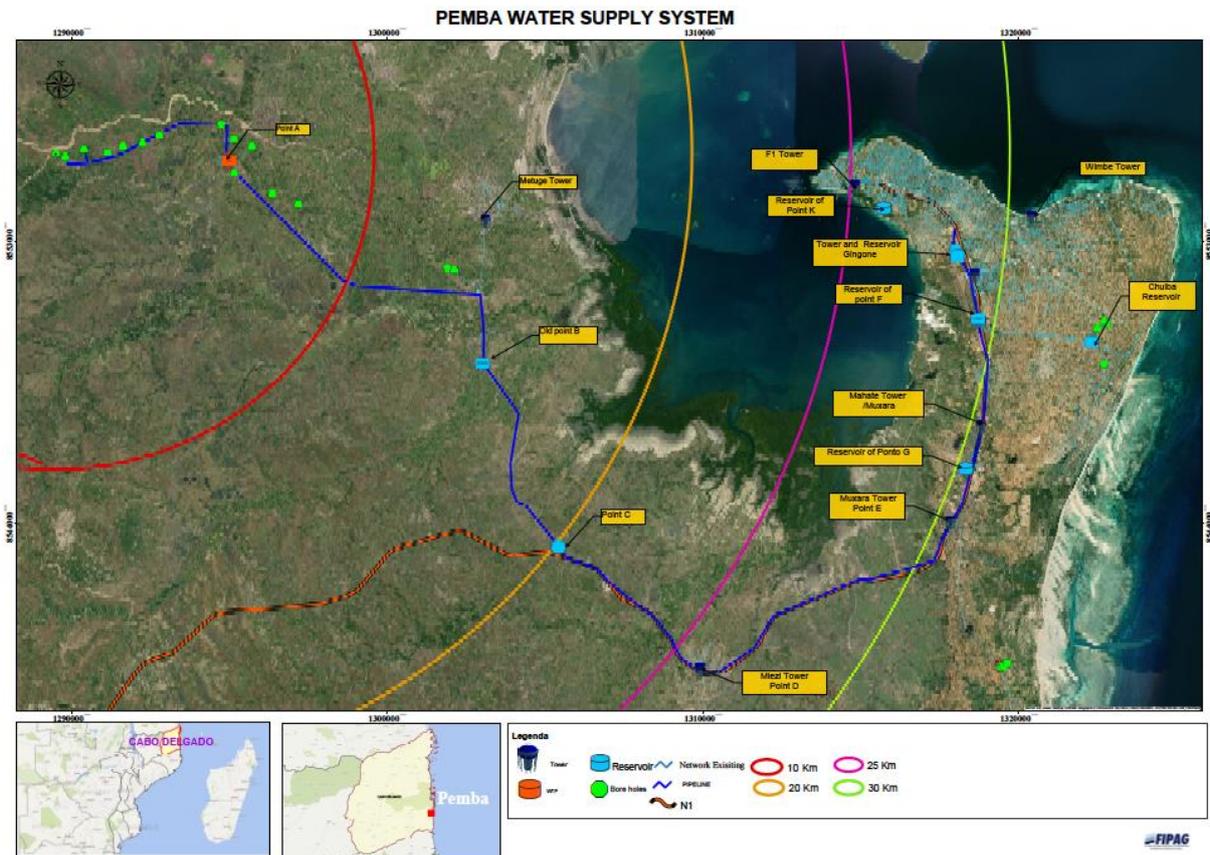


Figure 2: Map of the Water Supply System

### 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.

### 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 above.
- 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.

Therefore, the resumption of works will require the implementation of a Security Management Plan (SMP).

## 5 SCOPE OF SERVICES

### 5.1 General Scope of Works

The overall scope of this consultancy assignment is to hire a Security Management Specialist to provide technical support and assistance to FIPAG in the implantation of the following:

- Security Risk Management Plan (SRMP) for Pemba WSS works.
- Management of staff, materials, and equipment's security.
- Assist and advise FIPAG on all matters related to security management for the project.

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<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/cabolidado-weekly-30-may-5-june-2022>

## 6 RESPONSIBILITIES

The Security Risk Management Specialist (SRMS) will be responsible for the following duties:

- Strictly implement and monitor FIPAG's SMP on the ground, ensuring information and timely emergency response to protect people, materials, equipment, and infrastructure.
- Advise and communicate information to the Project Team (Employer, Contractor, and Engineer) on all security risk management matters, security policy and procedures.
- Assess the security situation at the duty stations and ensure adequate gathering and verification of security information that may be required for a realistic analysis of the situation.
- Support the Engineer in management of any claims arising from security issues and recommendations of the preferred solutions of the claim to FIPAG. This should include cumulative summary of the financial and time impact of these claims and variations.
- Provide substantive inputs, technical assistance, and training in the forecasting of the evolving security environment and operational responses. Using analytical techniques and collaborative team research, support planning and ensure awareness of the current trends to enhance or adjust security programmes.
- Support the development of risk management strategies and drives planning using situational awareness, critical thinking, and logic to detect and interpret early signals, emerging trends and analysis of multi-dimensional threats that may impact security.
- Provide training to staff in security environment, procedures, and rules, including reporting and assistance.
- Prepare, update, implement, and support security planning, security risk management documents and risk management-based security solutions through innovation and creativity. Provides written analysis of security trends and reporting of incidents.
- Advise on, and support, the inclusion of security in all stages of the Project activities and programmes. Provides advice and support to line Engineer and Contract responsible for the project on the ground. Enables the delivery programmes through direct operational assistance. Supports and collaborates with relevant parties, building consensus to ensure alignment and support for security operations and initiatives to best enable FIPAG activities.
- Monitor and contribute to activities that relate to the implementation and evaluation of preparedness and compliance; drive results that help support efficiency and effectiveness of operations.
- Enhance communication and trust through active collaboration, consultation, and exchanges with other stakeholders, for information sharing, coordination of responses, provision of security briefings, taking into account operational activities and risks, including liaison among government, arm force, police, FIPAG, engineer and contractor.
- Conduct security surveys and assessments, creatively leveraging tools and processes, identifying, and recommending the most simple, reasonable, effective, and efficient security measures, including when there is incomplete, contradictory and/or fluid information.
- Support project resilience and contingency planning, crisis decision-making, and the development of disaster recovery and business continuity plans, by providing

information and analysis including situational monitoring and updates. Assist with internally relocating personnel and assets supporting the development and implementation of evacuation plans.

- Provide support to establishing and maintaining a functioning Security Communication System (SCS).
- Implement approaches to mainstreaming gender, diversity, and inclusion into all aspects of the work as well as ensuring the implementation of people-centred security risk management approaches considering specific threats or vulnerabilities of personnel and adapting practices and measures in support of diversity and inclusion.
- Provide timely and accurate security advice to the FIPAG Management Team.
- All project works and stakeholders will be protected and duly informed about the security situation when traveling or carrying out activities.
- Organize weekly meetings with all parties and arrange respective minutes.
- Prepare and submit incident reports related to security issues including mitigation measures.
- Prepare and deliver security training to Contractor’s and Engineer’s Staff according to SMP.

## 7 OUTPUTS

The specific outputs shall be:

<b>I.D</b>	<b>Description</b>	<b>Deadline</b>
1	Develop detailed work plan and submit for approval	After signing the contract
2	Monthly Security Progress Report	The monthly reports shall be ready by the 10 <sup>th</sup> day of the following month
3	Quarterly Security Management Status Report	The quarterly reports shall be ready by the 15 <sup>th</sup> day of the following month of the quarter

## 8 QUALIFICATION AND EXPERIENCE REQUIRED

The Consultant shall possess the following qualification and experience:

- A bachelor’s degree, preferably in security management, risk or disasters or emergency preparedness, criminal justice, and law or a related security field, or formal multi-year education in Security Management, such as military, police or national security, command. A formal training in security risk management would be a plus.
- At least 8 years’ experience in relevant security and development related experience.
- At least five years of progressively responsible 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.

- Experience in planning, design, implementation, or review of risk mitigation measures related to operations impacted by insecurity and/or humanitarian assistance is desirable.
- Previous experience of working in a conflict/post-conflict or crisis environment is an asset.
- In-depth knowledge of national security law and procedures.
- In-depth knowledge of security management and risk management.
- In-depth work experience in Mozambique and/or in SADC region is mandatory.
- Desirable experience with the policies and guidelines of the World Bank and UN Security Management System (UNSMS).
- Strong local language skills are recommended and required (oral and written).
- Desirable to carry out military service and security operations in conflict risk environments.
- Fluency in Portuguese and English (oral and written) is mandatory.

## **9 KEY COMPETENCIES**

- Knowledge of security management combined with solid background in security or emergency or disaster operations.
- Ability to make quick decisions in emergencies or when rapid response is required.
- Ability to communicate complex concepts orally.
- Ability to produce assessments, reports, and other papers on security issues.
- Ability to produce reports and papers on technical issues and to review and edit the work of others.
- Ability to apply National and World Bank rules, regulations, policies, and guidelines in work situations.
- Speak and write clearly and effectively; listen to others, correctly interpret messages from others and responds appropriately; asks questions to clarify and exhibits interest in having two-way communication; tailors' language, tone, style, and format to match audience; demonstrate openness in sharing information and keeping people informed.

## **10 TIME REQUIREMENTS**

The Security Risk Management Specialist will be required full time for a total of 12 months. The contract may be renewed if agreed by the parties, in the same terms and conditions, for an additional period to be agreed among the parties, by means of written notification of such renewal.

## **11 REPORTING**

All documents, correspondence, instructions, communications, etc., related to the project shall be in English. It may also be prepared in Portuguese, upon specific request.

Although the Consultant will be part of the Engineers team, 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 Security Risk Management Specialist is expected to carry out the key activities in close coordination and cooperation with the Engineer's and FIPAG's Environmental and Social Safeguards Advisor.

## **12 FORM OF CONTRACT AND PAYMENTS**

The Contract will be a time-based assignment for the provision of technical assistance. Payment will be based on Consultant's invoices which will be submitted on a monthly basis.

Applications for the post should be made on the basis of all-inclusive costs, which include accommodation, transport, subsistence, and all other expenses. The total amount that will be paid to the Consultant shall not exceed the ceiling amount reflected in the Contract.

## **13 DUTY STATION**

The Security Risk Management Specialist will be based in Pemba city with daily work in the different implementation areas of the Project and other areas as requested by FIPAG.

## **14 FACILITIES PROVIDED BY FIPAG**

The Security Risk Management Specialist will be provided with the office space, office furniture and a computer with internet facilities through the works contract. The necessary stationery, printing and copying facilities will also be provided by the works contract.

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