



USAID
FROM THE AMERICAN PEOPLE



USAID TRANSFORM WASH ACTIVITY

FIRST YEAR WORK PLAN (FISCAL YEAR 2022: MARCH 2, 2022
– SEPTEMBER 30, 2022)

MAY 2022

This publication was produced for review by the United States Agency for International Development. It was prepared by Tetra Tech.

DOCUMENT ACTION	PARTY	DATE
Submitted	Transform WASH	May 2, 2022
Comments Received	USAID	May 19, 2022
Revised Version Submitted	Transform WASH	July 1, 2022

This publication was produced for review by the United States Agency for International Development by Tetra Tech, through USAID Contract No. 72065622C00002, USAID Transform WASH Activity.

This report was prepared by:

Tetra Tech

159 Bank Street, Suite 300

Burlington, Vermont 05401 USA

Telephone: (802) 495-0282

Fax: (802) 658-4247

Email: international.development@tetrattech.com

Tetra Tech Contacts:

Pedro Simone, Chief of Party

Telephone: +258 847.384.642 or +258 877.384.646

Email: pedro.simone@tetrattech.com

David Favazza, Project Manager

Telephone: +1.802.495.0282

Email: david.favazza@tetrattech.com

COVER PHOTO: Chiure Water Supply System. Courtesy of AIAS, IP.

USAID TRANSFORM WASH ACTIVITY

FIRST YEAR WORK PLAN (FISCAL YEAR 2022: MARCH 2, 2022 – SEPTEMBER 30, 2022)

MAY 2022

DISCLAIMER

This report is made possible by the support of the American People through the United States Agency for International Development (USAID.) The contents of this report are the sole responsibility of Tetra Tech and do not necessarily reflect the views of USAID or the United States Government.

TABLE OF CONTENTS

ACRONYMS AND ABBREVIATIONS.....	11
EXECUTIVE SUMMARY.....	1
1.0 INTRODUCTION.....	3
2.0 PLANNING AND STARTUP.....	5
3.0 COMPONENT-SPECIFIC TASKS AND INTERVENTIONS.....	12
3.1 COMPONENT 1 - POLICY IMPLEMENTATION AND INSTITUTIONAL CAPACITY OF THE GOVERNMENT OF MOZAMBIQUE TO DELIVER WASH SERVICES STRENGTHENED	12
3.2 COMPONENT 2: GOVERNMENT AND PRIVATE WATER PROVIDERS TECHNICAL, FINANCIAL, AND MANAGEMENT CAPACITY STRENGTHENED.....	15
3.3 COMPONENT 3: ACCESS TO WATER AND SANITATION FINANCING AND BUSINESS ENVIRONMENT FOR THE PRIVATE SECTOR IMPROVED	17
3.4 COMPONENT 4: UPTAKE AND MAINTENANCE OF KEY WATER AND HYGIENE BEHAVIORS AMONG HOUSEHOLDS AND INSTITUTIONS ACCELERATED	20
ANNEX 1. YEAR 1 TRANSFORM WASH GANTT CHART.....	23
ANNEX 2. YEAR 1 BUDGET SUMMARY.....	29
ANNEX 3. PERFORMANCE INDICATORS.....	30
ANNEX 4. COMMUNICATIONS PLAN	32

ACRONYMS AND ABBREVIATIONS

AFORAMO	Associação de Fornecedores Privados de Água (Association of Water Suppliers of Mozambique)
AIAS	Administração de Infra-estruturas de Água e Saneamento (Water and Sanitation Infrastructure Administration)
AURA	Autoridade Reguladora de Águas (Water Regulatory Authority)
BA	Baseline Analysis
BC	Behavior Change
C	Component
CBO	Community-Based Organization
CFPAS	Centro de Formação Profissional de Água e Saneamento
CLA	Collaborating, Learning, and Adapting
CLTS	Community-Led Total Sanitation
COP	Chief of Party
COR	USAID Contracting Officer's Representative
CORAGEM	USAID Community Radios Assistance for Greater Empowerment of Mozambican Institutions Project
CSO	Civil Society Organization
DAF	Director of Administration and Finance
DDL	Development Data Library
DEC	Development Experience Clearinghouse
DMF	Delegated Management Framework
DNAAS	Direcção Nacional de Abastecimento de Água e Saneamento (National Directorate of Water and Sanitation)
DP	Development Partner
DPM	Deputy Project Manager
DPOP	Provincial Directorate of Public Works
DQA	Data Quality Assessment
EKN	Embassy of the Kingdom of Netherlands
EMB	Engaging Men and Boys
EMMP	Environmental Mitigation and Monitoring Plan
FBS	Financing and Business Specialist
FIPAG	Water Supply Asset and Investment Fund
FPA	Fornecedor Privado de Água (Private Water Provider)
GAS	Water and Sanitation Group
GIS	Geographic Information System
GIYI	Gender Integration and Youth Inclusion
GP	Guiding Principle
GRM	Government of the Republic of Mozambique
GUC	Grants under Contract
GYS	Gender and Youth Specialist
IBM-WASH	Integrated Behavioral Model for Water, Sanitation, and Hygiene
IDP	Internally Displaced Person
IEE	Initial Environmental Examination
IFC	International Finance Corporation
IRD	International Relief and Development
KP	Key Personnel
LBA	Landscape Baseline Assessment

LOA	Life of Activity
LOE	Level of Effort
LOGOS	Local Governance Strengthening Project
LSC	Local Steering Committee
MEL	Monitoring, Evaluation, and Learning
MHM	Menstrual Hygiene Management
MEMMS	Mozambique Monitoring and Evaluation Mechanism and Services
MOPHRH	Ministério de Obras Públicas, Habitação e Recursos Hídricos (Ministry of Public Works, Housing, and Water Resources)
NGO	Nongovernmental Organization
OCAT	Organizational Capacity Assessment Tool
PAR	Pause and Reflect
PEC	Community Participation and Education
PHAST	Participatory Hygiene and Sanitation Transformation
PIRS	Performance Indicator Reference Sheets
PLGP	Planning and Local Governance Project
PM	Project Manager
PMT	Project Management Team
PO	Private Operator
PPP	Public-Private Partnership
PRAVIDA	Programa de Água para a Vida
PRONASAR	Programa Nacional de Água e Saneamento Rural (National Rural Water Supply and Sanitation Program)
PS	Private Sector
PSAA	Pequeno Sistema de Abastecimento de Água
PSE	Private Sector Engagement
RFP	Request for Proposal
RGC	Rural Growth Center
RSTWS	Rural and Small Towns Water Security Project
S&H	Sanitation and Hygiene
SAA	Sistema de Abastecimento de Água (Social Action Analysis)
SBC	Social Behavior Change
SCI	Save the Children International
SDPI	District Planning and Infrastructure Services
SDSMAS	District Service of Health and Social Affairs
SINAS	Sistema de Informação Nacional de Água e Saneamento (National Water and Sanitation Information System)
SME	Small and Medium-Sized Enterprises
SMT	Senior Management Team
SOW	Scopes of Work
SPI	Provincial Infrastructure Services
STA	Senior Technical Advisor
STS	Small Town Sanitation Activity
STTA	Short-Term Technical Assistance
TA	Technical Assistance
TN	Transform Nutrition Activity
TOC	Theory of Change
TTL	Task Team Lead
UFSA	Unidade Funcional de Supervisão das Aquisições (Mozambique Government Functional Unit of Supervision of Aquisitions)

UPWARD	Uplifting Women’s Participation in Water-Related Decision-Making
USAID	United States Agency for International Development
USG	United States Government
USHA	USAID Uganda Sanitation for Health Activity
WASH	Water, Sanitation and Hygiene
WASH-FIN	UAID Water, Sanitation, and Hygiene Finance Program
WASHPaLS	USAID Water, Sanitation, and Hygiene Partnership and Learning for Sustainability Project
WB	World Bank
WGS	Water, Sanitation, and Hygiene Governance Specialist
WSP	Water Safety Plan

EXECUTIVE SUMMARY

The USAID Transform WASH Activity aims to increase the use and sustainable management of safe water and sanitation services in small towns, rural growth centers, and peri-urban areas in the Cabo Delgado, Nampula, and Zambezia Provinces, through four inter-related technical components: (1) strengthening of policy implementation and institutional capacity of the Government of Mozambique (GRM) to deliver WASH services; (2) strengthening government and private water provider technical, financial, and management capacity; (3) improvement of access to water and sanitation financing and business environment for the private sector; and (4) accelerating the uptake and maintenance of key water and hygiene behaviors among households and institutions accelerated.

This First Annual Work Plan of the Transform WASH implementation comprises seven months, from the contract start date (March 2, 2022) through the end of USAID's fiscal year 2022 (FY22) on September 30, 2022. As such, the first-year activities are mostly related to the project mobilization and startup, general tasks and preparatory activities required for smooth implementation from FYF23 thereafter. The summary of the planned activities, per category and components, are as follows:

Planning and Startup: During the first four months of implementation, the primary foci are on administrative and operational startup, plus technical startup including engagement of primary GRM counterparts and other stakeholders to establish key relationships at the national and subnational levels, conduct baseline analyses, and develop a shared vision for the project implementation and plan detailed project interventions. Planning and startup activities are also described in the previously submitted Mobilization Plan.

Administrative and operational startup includes mobilization of short and long-term staff; engagement of subcontractors (WaterAid, CARE and Iris Group); establishing project offices in Maputo and Nampula, procuring requisite equipment and supplies and establishing management systems; and preparation and delivery of more than a dozen deliverables due within the first 60 and 120 days of contract award, including this First Year Work Plan.

This First Year Work Plan reflects initial engagement and feedback gathered through initial group and individual meetings with USAID, key GRM counterparts, and other stakeholders such as other donor programs. The draft First Year Work Plan submitted on May 2, 2022 reflected Tetra Tech's Transform WASH proposal and inputs solicited from stakeholders during the first two months of implementation (March – April 2022) during which Transform WASH reviewed the Activity's goals, timelines, and components with stakeholders to solicit initial inputs.

A more detailed participatory planning process was conducted in May and June 2022 to further discuss plans with key sector institutions and refine collaboration processes, including the creation and establishment of a project steering committee, and review the project vision, theory of change and key performance indicators, detailed Year 1 interventions, and launch the planning process for Year 2 (FY23). The baseline analysis will be conducted in two stages with support from a consultant (André Uandela) and a subcontractor (Salomon Lda), respectively, which is expected to recommend approximately 15 towns/districts for Transform WASH support, including 10 of which will also receive USAID investment in infrastructure. The subcontractor's work on BA will be complemented by the assessment of capacity needs for private sector and central level institutions to be conducted by Transform WASH staff. Transform WASH will also organize a capacity building session for its staff members within the first year to build a common understanding of the project objectives, key activities, and implementation approaches.

Component 1 - Policy implementation and institutional capacity of the Government of Mozambique to deliver WASH services strengthened. Under Component 1, Transform WASH efforts will be directed to: the identification and agreement with AIAS, DNAAS and AURA on three policies and regulatory priorities to be developed with Transform WASH support; support to sector key institutions at all levels in identification of capacity building needs to properly budget, plan, implement, monitor, and report; support the planning exercise for 2023 fiscal year planning for institutions at provincial level and undertake needs assessment for SINAS to identify required capacity in hardware, software and skills.

Component 2: Government and private water providers technical, financial, and management capacity strengthened. Under Component 2, the main interventions will be focused on helping the sector to better understand the roles and responsibilities of each government department at all levels in the water supply and sanitation chain (water system planning, design, construction, lease procurement, and contractor oversight), review the BA results to identify the initial list of private operators to benefit from the first capacity building effort, and if found necessary, develop additional in-depth feasibility analyses of the water systems to benefit from USAID support in infrastructure investment.

Component 3: Access to water and sanitation financing and business environment for the private sector improved. Within the Component 3, Transform WASH will be monitoring the progress on feasibility study for establishment of small towns water fund/water subsector fund, supported by USAID/WASH-FIN, and once the decision is taken to implement the fund, the procurement of the subcontractor to implement this activity will start. Other efforts to foster female and youth entrepreneurship in WASH will be conducted and a workshop on that matter will be organized.

Component 4: Uptake and maintenance of key water and hygiene behaviors among households and institutions accelerated. Under the Component 4, CARE and Iris Group will, under the LBA and BA, discuss with key sector partners to establish behavior change working group, discuss with selected towns and districts communities to select initial 5 to 10 towns for planned SBC interventions, and development of tools for social behavior change and tools for actively engagement of women in water activities.

The expected budget for the first year of implementation is estimated in \$1,508,572, which is within the amount initially obligated for the Activity, \$2,677,977. The following is the estimated breakdown per project component: Component 1 - \$301,714; Component 2 - \$543,086; Component 3 - \$362,057; and Component 4 - \$301,714. Most staff and resources will be utilized across Components. These estimates represent an approximation of expected distribution.

I.0 INTRODUCTION

The USAID Transform WASH Activity aims to support the development of the Mozambican water, sanitation, and hygiene (WASH) sector at national and sub-national levels by supporting the Government of Mozambique (GRM) with improved WASH governance, access to WASH services, behavior change and gender equality in small towns, rural growth centers and peri-urban settlements. The program supports USAID/Mozambique’s WASH Project Appraisal Document (M-WASH PAD) main goal of achieving “improved well-being of communities, especially women and girls” through:

- Strengthening policy implementation and institutional capacity to deliver WASH services;
- Increasing and sustaining availability of water infrastructure and services;
- Improving access to financing and business environments for the private sector in the WASH service delivery chain;
- Accelerating the uptake and maintenance of key water and hygiene behaviors among households and institutions; and
- Increasing women’s leadership within the sector, and enhanced decision-making power within the household, for WASH products and services.

The above results will be accomplished through the Activity’s four main components: 1) Policy implementation and institutional capacity of the GRM to deliver WASH services strengthened; 2) Government and private water providers technical, financial, and management capacity strengthened; 3) Access to water and sanitation financing and business environment for the private sector improved; and 4) Uptake and maintenance of key water and hygiene behaviors among households and institutions accelerated. USAID Transform WASH will geographically cover three provinces, Cabo Delgado, Nampula and Zambezia, and will also provide capacity building to key subsector central level institutions. The program summary is provided in Table I, below.

TABLE I: TRANSFORM WASH PROGRAM SUMMARY

Geographic coverage	Small towns and rural growth centers to be defined in Cabo-Delgado, Nampula and Zambezia provinces, Mozambique
Primary GRM national counterparts	AIAS, DNAAS, AURA and FIPAG
Program overall goal	Increase the use and sustainable management of safe water and sanitation services in small towns, rural growth centers and peri-urban areas
Duration	5 years
Starting date	March 2, 2022
Total budget	USD18,620,679
Project Implementation Consortium	Tetra Tech (prime) with WaterAid, CARE and Iris Group

Per contract Section F.5.4, this First Year Work Plan covers the period from the contract effective date (March 2, 2022) through the end of Fiscal Year 2022 (FY22) (September 30, 2022). This Work Plan sets forth a logical sequence of discrete tasks and interventions to be undertaken in FY22 with the aim of achieving the activity results. As many technical start-up and planning activities are designed to benefit the full range of technical programming, the Work Plan begins with a discussion of these more general activities, and then enters into further detail by each of the four Components (activity results). In both the general and component-specific sections, a description is included of estimated resources (inputs), including the amount of short-term technical assistance, training and other support resources, as well as

the process to be followed to procure, onboard and manage these resources, if relevant. Anticipated needs for international travel are additionally identified within the component sections. The detailed sections include a description of the expected work products (outputs) and their projected delivery or completion dates. Where relevant, a summary description of environmental requirements for planning, monitoring and mitigation of negative environmental impacts is discussed, but details are included in the Environmental Monitoring and Mitigation Plan (EMMP) submitted separately. Finally, per Contract Section F.5.3, an accompanying Communications Plan is included as an Annex to the Work Plan which identifies communication objectives that support strategic approaches and interventions.

2.0 PLANNING AND STARTUP

The Transform WASH team has conducted a rapid consultation process to facilitate initial drafting of this Work Plan. Following the formal presentation of the project team by USAID to AIAS, DNAAS, FIPAG, and AURA on April 12, 2022 (and as discussed in this meeting), these stakeholders identified their respective agency ‘focal points’ to represent their organizations in more detailed work planning and other technical discussions with the Transform WASH team. A meeting was then held to onboard these focal points on April 19, 2022 as representatives of their respective organizations to review in greater detail activity goals, timelines, and components and to solicit their initial inputs. This initial meeting with the agency focal points was especially useful to provide an opportunity for participants to ask detailed questions and establish greater clarity on aspects of common interest, such as how sanitation will be addressed within Transform WASH or other complementary USAID programming. This meeting was then followed by individual meetings with each key agency’s (AIAS, DNAAS and AURA) focal points over the balance of the month. In addition, a meeting was held with USAID’s Local Government Strengthening Project (LOGOS) to discuss collaboration mechanisms considering potential overlap of activities and geographical areas potential to be targeted by both projects.

With the conclusion of this rapid consultation process in line with the submittal of this Work Plan, it will next be followed by a participatory work planning process involving the activity’s key personnel and other senior long-term team members, USAID, subcontractors, and diverse stakeholders. In FY22, the Transform WASH team will prioritize building stakeholder consensus at the provincial and national levels to identify a shared vision and policy priorities for achieving activity results, with the aim of beginning implementation and operationalization of such reforms continuing into FY23. This includes alignment and complementarity between Transform WASH and other existing and planned donor programs, including the expected USAID Small Town Sanitation Activity. These participatory work planning activities, which will continue to guide the implementation of activities for this first work year, as well as guide the definition of the development of Transform WASH’s FY23 Work Plan, are detailed within this section and outlined by month within the Gantt Chart of activities.

2.1 MOBILIZATION

The Transform WASH Mobilization Plan (submitted April 18, 2022) provides details on Tetra Tech’s ongoing mobilization of personnel and resources to meet deadlines for deliverables due within the first 120 days. This includes the mobilization of a home office startup team and local long-term and short term personnel who are now overseeing the startup process, including establishing management systems and relationships while completing startup phase deliverables. The in-country long-term staff team which has been mobilized and is working closely with the Home Office team includes: Chief of Party (COP, Pedro Simone); WASH Governance Specialist / Deputy Chief of Party (WGS/DCOP, Augusto Razulo); Director of Administration and Finance (DAF, Ester Mugabe); Financing and Business Specialist (FBS, Wilson Chafinya); Monitoring, Evaluation, and Learning /Collaboration, Learning, and Adapting (MEL/CLA) Manager (Ivan Mutombene); and Gender and Youth Specialist (GYS, Zaida Adriano Cumbe). The Home Office support team includes: Project Manager (PM, David Favazza); Deputy Project Manager (DPM, Gwen Caggiano); Contracts, Grants, and Procurement (CGP) Manager (Gema AragonesNovoa); Senior Technical Advisor (STA, Alyssa Boyer); and Startup Specialist (Geoffrey Katushabe).

Collectively, the startup team is responsible for: hiring long-term and short-term staff, establishing client communications modalities, holding startup/partners workshops for team-building and establishing a shared vision, submitting activity deliverables due within the first 60 and 120 days of contract award, producing the Transform WASH employee manual, locating, furnishing, and supplying offices, procuring activity vehicles, setting up accounting and subcontracts systems, establishing internal and external

communication protocols, initiating compliance training for field staff and opening two offices (Maputo and Nampula). Additionally, we have mobilized our subcontractors responsible for specific components of the project implementation, namely WaterAid (SINAS and capacity building), Iris Group (Gender and Youth Engagement) and CARE (Social Behavior Change).

The startup team has developed all requisite 'Planning and Startup Reports' in parallel to development of this Work Plan, including: Final Management Plan; Assessment Report (Landscape Baseline Assessment); Communications Plan (annex to this First Year Work Plan); First Year Work Plan; Mobilization Plan; Gender, Youth, and Private Sector Engagement Action Plan; Monitoring, Evaluation and Learning (MEL) Plan; Environmental Mitigation and Monitoring Plan (EMMP); Final Branding and Marking Plan; Procurement Plan; Grants Manual and Management Plan; and Security Plan. The previously required Supplemental Initial Evaluation Examination (IEE) has been removed per direction from USAID.

2.1 PARTICIPATORY WORK PLANNING – FIRST YEAR (FY22) WORK PLAN VALIDATION WORKSHOP AND FY23 WORK PLANNING PROCESS

In May and June 2022, Transform WASH continued GRM engagement and work plan consultations, primarily via a working group established in April 2022 with representation from national level stakeholders AIAS, DNAAS and AURA. This process included meetings with individual working group members, plus meetings with the full working group, including meetings on May 20 and May 23, 2022 to discuss the FY22 Work Plan (Year 1) and the envisioned participatory planning process.

Transform WASH held a facilitated workshop on June 3, 2022 to refine this FY22 Work Plan and launch of the participatory work planning process for FY23. Given that FY23 begins in October 2022, Transform WASH will need to submit its next annual Work Plan in less than three months (September 1, 2022). The workshop brought together representatives from the three primary GRM counterparts (AIAS, DNAAS and AURA), representatives from each of the three provincial governments who were flown in to participate in person, USAID, and Transform WASH staff and subcontractors. The event also included representatives from other sectors (e.g. Ministry of Health) and other USAID implementing partners. The COP and WGS/DCOP, supported by the STA and other Transform WASH team members, set expectations, coordinated facilitation, and encouraged the active participation of attendees. The workshop covered the following content:

- Introductions of team members, USAID, and representatives of sector counterparts
- General Project Framework:
 - Review the project five-year vision, activities goals and theory of change
 - Overview of the Transform WASH Results Framework
 - Overview of the Activity MEL Plan and indicators
- Review of Year 1 Work Plan:
 - Summary of 60-day and 120-day deliverables (defined by contract)
 - Review of additional Year 1 tasks for each activity component and geography, and their respective proposed timelines
 - Feedback from participants on the appropriateness of Year 1 defined activities and realism of their timelines
- Launch of Year 2 (FY23) work planning process:
 - Overview of proposed activities and expected results for Year 2 and how these fit into the project's 5-year plan.
 - Proposed schedule of the participatory process and specific points of engagement planned; collected participants feedback on proposed content and realism of proposed timeline
- Creation and establishment of the project Steering Committee

- Presentation of the Draft TOR for Steering Committee
- Discussions and agreement on way forward

Discussions at the workshop focused on the process for towns selections, security issues in Cabo Delgado province, and the composition and operation of the planned Project Steering Committee (PSC). Recommendations from participants included the need to include more central level members in the planned PSC, the possibility of the project to utilize the subsector steering committee (currently under development), inclusion of the Ministry of Economy and Finance in matters of sector fund creation and establishment, and the need to increasingly involve provincial level authorities. The consultations did not result in significant changes to planned interventions laid out in this plan, the details of which are dependent on the findings of the ongoing Baseline Analysis (BA).

While many individual activities will incorporate their own activity-specific work planning discussions into the launch of their individual efforts, the Transform WASH team will also host at least one additional general work planning workshop to broadly engage sector stakeholders and facilitate the coordination and complementarity of individual activity plans heading into FY23. The next program-wide participatory work planning session will be held in August to enable the incorporation of participant feedback and follow-up as needed before the submittal of the FY23 Work Plan on or before September 1st, 2022. It is expected that international team members, such as potentially the Home Office Project Manager and the Senior Technical Advisor, as well as at least one representative from the Iris Group, will travel to participate in at least one of these external participatory work planning sessions.

2.2 BASELINE ANALYSIS

The preparation and completion of the Baseline Analysis spans all technical activities and geographies. The BA report is due July 3, but per discussions with USAID this will be an interim report summarizing work to date, with a final report to be submitted upon completion of all field work later in the summer. It is expected to propose approximately 15 towns to which Transform WASH will provide capacity building and technical support, in addition to social behavior change interventions at community level, and the identification of 10 small towns to receive USAID investment in infrastructure development under a separate contract. It will additionally establish a baseline of conditions within these selected geographies, using approved indicators and targets defined in the Transform WASH Monitoring, Evaluation and Learning (MEL) Plan (submitted to USAID by May 3) against which progress can be measured.

SUBCONTRACTOR-EXECUTED ACTIVITIES

The undertaking of the baseline analysis requires a team with specific expertise in WASH engineering, institutional capacity assessment, social behavior change and household survey delivery capable of working in multiple geographies in parallel. The team determined this engagement would be best delivered by a capable local engineering consulting firm. The Transform WASH team therefore designed and released a tender for procurement of this local partner in April, reviewed bids and completed negotiations with the selected bidder (Salomon, Lda) in May, and executed the contract and held kickoff meetings including GRM national and provincial counterparts in early June.

Subcontractor Tasks and Deliverables Schedule

The subcontractor will mobilize technical experts in the technical areas mentioned above; prepare data collection instruments to be reviewed and approved by Transform WASH and USAID prior to implementation on ground; train teams responsible for field data collection; conduct data collection in three provinces simultaneously, including institutional capacity assessment; update water supply and sanitation needs in preselected geographic areas and recommend prioritization and proposed 10 towns to benefit from USAID investment in infrastructure development; and prepare the overall BA report. The BA report content will include: (i) situational analysis of preselected towns/districts; (ii) the updated water and sanitation needs mapping; (iii) list of towns/districts partners; (iv) and list of public and private

sector partners for the selected geographies. The BA draft report will be presented to USAID, AIAS, DNAAS and AURA for comments and suggestions to inform the drafting of the final report.

TABLE 2: BASELINE ANALYSIS SUBCONTRACTOR MAJOR DELIVERABLES

Task	Deliverable	Deadline (from assignment commencement)
1	Kick-off meeting and Minutes of Meeting	By the end of Week 1
2	Data collection methodology and instruments	By the end of Week 3
3	Coordination meetings and minutes of meetings	By the end of Week 3
4	Mobilization and training of survey enumerators, support resources.	By the end of Week 4
5	MS Excel data file with updated water supply and sanitation technical data and services management structures in selected geographies	By the end of Week 6
6	MS Excel data file providing social behavior change data for the selected geographies, with respective narrative	By the end of Week 6
7	Institutional assessments for provincial and WASH-focused counterparts	By the end of Week 6
8	Internal presentation to Transform WASH team discussing data analysis and expected content for drafting of the BA	By the end of Week 7
9	Draft and Final BA Reports	By the end of Week 8
10	Presentation of the BA to USAID, AIAS and DNAAS	By the end of Week 9

TRANSFORM WASH TEAM-EXECUTED ACTIVITIES

The following activities, which also form a portion of the overall Baseline Analysis, will be directly delivered by the Transform WASH team and its consortium partners in parallel with the local subcontractor’s execution of the above-defined scope of work. The Transform WASH team developed a Gender, Youth, and Private Sector Engagement (PSE) Action Plan in parallel to development of this First Year Work Plan (both were due May 3).

Develop Private Sector Situational Analysis and Commence Engagement Efforts

The COP and Finance & Business Specialist (FBS) will lead efforts to refine situational analysis of the private sector actors in the target provinces and of the actors based in Maputo who may be interested in expanding operations into the Transform WASH target provinces of Zambezia, Nampula and Cabo Delgado. The FBS will lead efforts to undertake a mapping of existing private sector actors in WASH or WASH-related businesses in each province during the months of June and July. The results of this exercise will identify the gaps in overall private sector reach to respond to the expected increased demand for services to be created by the investment in new WSS systems to be supported by entities including USAID, the World Bank, FCDO and UNICEF.

To better understand the potential interest of private sector actors based in the south of the country to pursue new business opportunities in the targeted provinces, the FBS will also lead his team to hold a series of workshops and targeted meetings in June and July to meet with existing AIAS operators, PRONASAR Operators and other WASH-related business owners and actors. The team will work with AIAS and the Dutch-funded PO-75 program to coordinate outreach to existing AIAS operators and DNAAS, PRONASAR piped systems operators, and will do both broad advertising and targeted

outreach to identify other WASH private sector actors in these provinces. The GYS will work closely with the team in the design of this broader outreach to ensure that female and young entrepreneurs (existing and potential) are specifically targeted and that their participation is enabled. They will additionally work with the Association of Water Providers of Mozambique (AFORAMO) to convene an investment opportunity informational session, targeted for June, to maximize outreach to potentially interested FPAs, particularly those already operating in the target provinces. The COP and Finance & Business Specialist will present the expected increase in business opportunities in the targeted provinces to result from the investment from USAID and the World Bank in small towns and rural growth centers. They will identify and categorize the potential interest of known private sector partners to provide services and/or invest in the target towns and districts.

This process will result in selection of targeted private sector partners for development assistance, including assessment of their needs for capacity building to be able to successfully play these new or expanded roles, and the development and implementation of a capacity building program that will address these needs. These subsequent efforts for Year 1 are described in the section for Activities C2.2 and C3.2 below.

Advance Gender and Youth Equity Policies

To advance gender and youth equity policies, the Transform WASH team, led by the WGS / DCOP with the Gender and Youth Specialist (GYS) and Iris Group experts, will coordinate with the gender working group at the Ministry of Public Works, Housing and Water Resources (MOPHRH) and the World Bank regarding their planned development of a sector-wide gender equality policy that would provide a framework within which individual agency strategies or plans in various stages of development should fit. In parallel, the team will meet with AIAS, DNAAS, and AURA leadership teams to understand the current status of the development of each of their strategies and formulate plans to consolidate and refocus efforts to ensure that their interests are reflected first at the sector-wide policy level. These efforts will additionally serve as participatory work planning sessions to chart a plan of related activities in early FY23 related to support and coordination regarding the World Bank's development of the MOPHRH gender equality policy, integration of agency-specific strategies within this policy, and their own finalization in turn.

Iris Group team members based in the U.S. and South Africa will support facilitation of meetings that effectively engage MOPHRH and agency stakeholders. This remote and in-person support will be combined with other needs for support by their team's experts, namely the first participatory work planning session in May, and/or the FY23 work planning meeting in late summer.

Undertake Institutional Capacity Assessments for AIAS, AURA and DNAAS

The WGS/DCOP will both oversee the subcontractor's execution of institutional capacity assessments for district and provincial governments and directly lead the execution of capacity assessments for the primary national-level partners, AIAS, AURA and DNAAS. The COP will additionally be directly involved in this activity, and he and the WGS/DCOP will reach an agreement on the assessment methodology and tools with DNAAS, AIAS, and AURA during the first round of meetings dedicated specifically to these assessments, to be held in July, in line with the subcontractor's preparation of its capacity assessment tools.

The Transform WASH team will propose the use of a modified version of the USAID Organizational Capacity Assessment Tool (OCAT). The OCAT uses a ranking methodology to assist leaders and personnel to measure their organization within seven functional areas: (i) governance, (ii) administration, (iii) human resources, (iv) financial management, (v) organizational management, (vi) program management, and (vii) project performance management. Recognizing the need for these organizations to build and sustain a strong service culture, the team will modify the methodology to include self-assessment metrics related to service quality from the perspective of the users of water systems (e.g.,

responsiveness to public complaints and feedback, efficiency in making large systems repairs, quality and timeliness of training for water operators, and transparency and timeliness of processing tariff change requests). The Iris Group will additionally engage to support the integration of assessment criteria and metrics for organizational gender equity policies and practices. The WGS/DCOP and consultants through WaterAid will serve as self-assessment facilitators.

Upon the agencies' completion of their self-assessments, the Transform WASH team will prepare the findings as part of the situational analysis to be included in the Final Baseline Analysis report. Activities following the completion of the Baseline Analysis are included within the relevant Activity components C1.2 and C2.1.

2.3 TRANSFORM WASH TEAM CAPACITY BUILDING

Tetra Tech has assembled a well-qualified Transform WASH leadership team, supported by the broad expertise and experience of both Tetra Tech and its subcontracted partners CARE, Iris Group and WaterAid. Tetra Tech is currently augmenting this leadership team with targeted hires of the best available local talent in additional technical and operational roles. While it is confident in the technical capabilities of its individual team members, it is important to establish a common understanding of project objectives and the systems and procedures that will support the team's collective realization of these objectives. Significant efficiencies can also be achieved by ensuring that team members are well acquainted with their project Work Plan and the systems and procedures they must utilize in the delivery of technical work. Tetra Tech therefore will hold a multi-day workshop after most staff have been hired and begun their full-time employment with the project and following the completion of the first portion of the Baseline Analysis. The workshop will cover the following content and achieve the following objectives:

- Review project objectives and Year 1 Work Plan, including team-wide responsibilities in the preparation of general contractual deliverables such as monthly, quarterly and annual reports
- Establish a common understanding of Transform WASH systems and procedures for common operational needs in support of technical work, including:
 - Recruitment, process for obtaining USAID approval for hire, and management of individual consultants
 - Design of well-structured consultant and subcontractor Scopes of Work
 - Undertaking of subcontractor procurements
 - Process to obtain USAID approval for international travel (in accordance with AIDAR 752.7032) and other relevant USAID regulations and approval requirements
 - Additional USAID and Tetra Tech standards and policies, including those related to financial management and ethics.
- Build the capacity of the team on gender and youth sensitivity and inclusivity. The Iris Group will lead this one-day portion of the workshop for Transform WASH staff and internal partners to level-set skills, knowledge and commitment across the project. In consultation with project leadership, content is likely to include;
 - Common understanding of gender integration and youth inclusion (GIYI) concepts and policy framework (Government of Mozambique, USAID programming requirements, etc.)
 - How to apply the Gender Integration Continuum to assess an activity/approach and move towards gender-transformative programming.
 - Overview of gender analysis, including what it is, how to do it, and where to do it. Review of the GIYI elements of the Transform WASH Monitoring, Evaluation, and Learning Plan and clarification of roles on tracking progress.

This activity will include a visit by an Iris staff member to provide gender and youth sensitivity training. The other portions will be provided by Transform WASH in-country staff and Home Office staff remotely via Microsoft Teams videoconferencing.

TABLE 3: KEY DELIVERABLES FOR PLANNING AND STARTUP

Activity	Deliverable	Deadline
1	First Annual Work Plan (and Communications Plan Annex)	May 3, 2022
2	LBA Final Report	May 3, 2022
3	Gender, Youth, and Private Sector Engagement (PSE) Action Plan	May 3, 2022
4	Monitoring, Evaluation and Learning (MEL) Plan	May 3, 2022
5	BA Final Report (Draft)	July 3, 2022
6	Work Plan for FY23 (Year 2)	September 1, 2022

A complete list of planning and startup deliverables is included in the Gantt chart in Annex I.

3.0 COMPONENT-SPECIFIC TASKS AND INTERVENTIONS

This section includes a summary of planned activities organized by Component (activity results), as articulated in the Statement of Work. Most of these activities are expected to commence after the finalization of the Baseline Analysis, as it will define the geographic locations and set other related parameters for the bulk of these interventions. For a detailed Gantt chart of detailed interventions and timing, please refer to Annex I.

Each Activity description in this Work Plan includes summary references to expected impacts on the Activity's results. Please refer to the Monitoring, Evaluation and Learning (MEL) Plan, including Annex 2 (Logical Framework Matrix) for additional details on linkages of interventions to results and indicators targets. The MEL Plan will be revised after completion of the BA which will define baselines and help to refine targets. The FY23 Work Plan will therefore include greater precision with regard to linkages between activities and targets.

3.1 COMPONENT I - POLICY IMPLEMENTATION AND INSTITUTIONAL CAPACITY OF THE GOVERNMENT OF MOZAMBIQUE TO DELIVER WASH SERVICES STRENGTHENED

CI.1 SUPPORT POLICY AND REGULATORY REFORM IN ALIGNMENT WITH DECENTRALIZATION

During initial work planning consultations held with the appointed focal points from DNAAS, AIAS and AURA in April 2022, the Transform WASH team began to refine its understanding of potential needs for support in policy and legislative reform relevant to piped water supply in small towns and rural growth centers, which Transform WASH would be well positioned to support. Stakeholders have recently cited the following needs for support in consultations with the Transform WASH team: the ongoing revision of the Water Law, which is going to be disaggregated in water Supply and Sanitation Law and Water Resources Management Law; support to DNAAS and other sector entities related to the ongoing decentralization process including clarification of roles and responsibilities among national, provincial, and municipal entities; the AURA draft strategic plan; and the potential need to review the Ministerial Diploma 05/2006, Modalidade de Gestão dos PSAA (Management Models of Small Piped Water Supply Systems in rural areas). The WGS/DCOP's support under WASH-FIN to develop a strengthened framework of monitoring and evaluation of the performance of piped water systems under PRONASAR positions the team well to support work related to the Ministerial Diploma in particular, to update this in accordance with current practices, especially in relation to small piped systems. In parallel with continued meetings with the agency focal points to work toward the identification of priority list of interventions, the team will additionally meet with key DPs engaged in policy and regulatory reform, including the World Bank (WB), the Embassy of the Netherlands (EKN) and UNICEF to facilitate coordination with their current and planned efforts in policy/regulatory reform.

The team expects to agree on approximately three priority policy and regulatory reforms with the national-level agencies by the end of June. In support of these efforts, the team expects to leverage the expertise and deeper resources of a subcontracted partner, ideally one able to leverage an intimate existing knowledge of the local sector. Transform WASH will develop the scope of work for this specialty partner following the consultations with sector stakeholders so that the expertise of the desired partner can be matched to the priorities identified. It then expects to release this RFP to the

market in July and complete the selection of and negotiations with its preferred partner by the end of September.

This activity is aimed at contributing to the achievement of CI objectives through helping to revise policies, strategies and implementation plans for ensuring sustainable WASH services and strengthening implementation of such plans through preparation for the delivery of new national policy, standards and guidelines for WASH and gender equality. Work under this Activity will eventually contribute to multiple indicators, including: Number of water and sanitation sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of USG assistance (HL.8.3-3); Number of laws, policies, regulations, strategies, or standards addressing WASH services formally proposed, adopted, implemented, or strengthened as supported by USG assistance (Custom); and Number of WASH PPPs, including private investment mobilization, developed as a result of USG assistance (Custom).

CI.2 IMPROVE INSTITUTIONAL CAPACITY TO BUDGET, PLAN, IMPLEMENT, MONITOR, AND REPORT

Based on the institutional capacity assessment results delivered under the Baseline Analysis, the team, with support from WaterAid consultants, will commence efforts to design tailored capacity building programs to improve performance in areas such as capital investment planning and life-cycle costing, WASH master planning, procurement scheduling and integrity, budget execution, monitoring, and contract/PPP oversight.

Both the design of this capacity building program and its execution will be beyond the scope of what the Transform WASH team and its partners can support directly, and the team therefore expects to engage a local subcontractor according to specific capacity building needs. Any local subcontractors will be selected as part of a competitive tendering process according to their proposed technical approach, quality of proposed staff, relevant experience and past performance, and cost. Additionally, Transform WASH will engage individual consultants and its subcontractors as appropriate to address specialty capacity building needs. Some training sessions may comprise invitations of other government stakeholders to hold training sessions, for instance, the procurement unit (UFSA- Functional Unit of Supervision of Acquisitions) under the Ministry of Planning and Finance. A decision regarding implementation mechanism (likely a subcontract) will be made upon completion of the BA, and the procurement process to engage the best qualified partner will commence to allow for kick-off of this work by the end of FY22 or early FY23.

The COP and WGS/DCOP will regularly coordinate with USAID's Local Governance Strengthening Project (LOGOS) to ensure complementarities in USAID-funded capacity building for provinces and districts in planning, budgeting, and procurement. The COP and WGS/DCOP initiated contact with USAID's LOGOS team in April and will maintain a regular schedule of coordination meetings throughout Year 1, particularly as it understands that LOGOS is still in the process of defining and commencing implementation of its governance activities related to the WASH sector. The team will establish a similar schedule of regular coordination meetings as appropriate with other stakeholders including FCDO, UNICEF, and the World Bank, given their capacity building support to the Provincial Directorates of Public Works (DPOPs) in Nampula and Zambézia through SNV, and with the Dutch-funded PO 75 program, given their support to AIAS.

This activity is intended to lay the foundations for increasing institutional capacity of national and sub-national government institutions to plan, budget, monitor, and manage small town, rural, and peri-urban water services, principally contributing to this key indicator: Number of water and sanitation sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of USG assistance (HL.8.3-3).

CI.3 SCALE UP SINAS AND/OR OTHER PLATFORMS FOR WASH SERVICE PLANNING AND REPORTING

The WGS and MEL/Collaborating, Learning, and Adapting (CLA) Manager, with support from members of Transform WASH partner WaterAid, will facilitate a DNAAS-led working group to convene AIAS, AURA, Provincial Governments and DPs and plan next steps and resources required to expand SINAS functionality to monitor PRONASAR piped systems and FPA performance and integration of other platforms with SINAS (for instance BIAS and AURA-Net). In late summer, the team will host a kick-off event for this SINAS working group in coordination with DNAAS to review the results of the capacity assessments for the national-level sector counterparts, clarify roles and responsibilities in the administration of SINAS, and to formalize the data needs at the various levels of the different users of the system. With these clarifications, the team will obtain stakeholders’ feedback on components of the capacity building program to be developed, specifically as they relate to organizational needs for the enhancement of tools such as SINAS and the optimization of its use among employees.

Based on initial Work Plan consultations, the Transform WASH team understands there is interest among AIAS and AURA stakeholders to explore linking their respective ‘BIAS’ and ‘AURA-Net’ systems to SINAS. While the team understands the need to avoid scope creep and remain focused on the strengthening of SINAS, its linking with other agency systems may be critical to ensure its optimal use. The team will therefore address these interests directly in the kick-off meeting and hold follow up meetings as necessary to assess the merits of this potential related scope.

The team will additionally leverage Tetra Tech Home Office capacity of its ‘Technology4Development (T4D)’ team and the capacity of its partners to review the SINAS system architecture and determine if any additional system capabilities must be built out in order to process the targeted performance data of piped systems and FPA operations.

By September, the team will prepare a SINAS Needs Assessment report, which will make recommendations to USAID concerning the scope Transform WASH proposes to undertake related to SINAS’ further development and its potential inter-linkage with other agency systems. If a specialty subcontractor is needed to build these technical capabilities, the team will develop a Scope of Work and commence its procurement in early Year 2 (FY23).

This Activity will strengthen national sector monitoring systems and scale up use in all focus provinces, which will be measured by the ability of the targeted districts in the targeted provinces to regularly report on piped water service performance as required by SINAS, AIAS BIAS and the regulator, AURA (AURA Net). This Activity will specifically impact the following indicator: Number of focus provinces that have improved utilization of national sector monitoring systems (Custom).

TABLE 4: COMPONENT I KEY DELIVERABLES FOR YEAR I

Activity	Deliverable	Deadline
C.1.1	3 Priority and Regulatory Reforms identified and approved by AIAS, DNAAS and AURA	July 2022
C.1.1	Scope of Work and Request for Proposal (RFP) documentation prepared for selection of subcontractor to support policy reform under C1.1	July 2022
C.1.1	Selection and completed negotiations with preferred subcontractor to support policy reform	September 2022

C.1.2	Initial capacity development needs and tailored programs document prepared for budgeting, planning, implementing, monitoring, and reporting	August 2022
C.1.2	Scope of Work and either RFP or grant application documentation prepared for selection of partner to support institutional capacity building	July 2022
C.1.2	Selection of preferred partner for institutional capacity building completed	September 2022
C.1.3	SINAS Needs Assessment Report Finalized	September 2022

3.2 COMPONENT 2: GOVERNMENT AND PRIVATE WATER PROVIDERS TECHNICAL, FINANCIAL, AND MANAGEMENT CAPACITY STRENGTHENED

C2.1 IMPROVE CAPACITY OF PUBLIC PROVIDERS AND COMMUNITIES TO MANAGE WATER SERVICES

In its first year, the Transform WASH team will work with local, national, and private sector stakeholders to identify capacity gaps and initiate technical assistance activities to strengthen operational performance. Following the completion of the Baseline Analysis, the Transform WASH team will design and facilitate workshops in each of the three provinces to map roles and responsibilities through the sequence of water system planning, design, construction, lease procurement, and contractor oversight, and compare these with the results of the institutional capacity assessments conducted during the Baseline Analysis. The exercise will build stakeholder understanding of their roles and responsibilities within the evolving context of decentralization, existing weaknesses and gaps, and the actions requiring collaboration from the development of infrastructure to ensuring services’ sustainability. This will inform the priorities for the design of tailored capacity building and mentoring programs to be delivered beginning in Year 2 (FY23).

The workshops will be designed taking into account: (i) the DNAAS study on impact of the ongoing decentralization process on the water supply and sanitation sector; (ii) the recommendations from WASH-FIN study on PRONASAR Piped Systems Performance Monitoring Strategy and Tools; (iii) the assessment executed by WASH-FIN, to optimize AIAS’ lease contract structure to incentivize operator investment in service expansion; and (iv) the baseline analysis findings. Workshop reports will be produced that document the priorities identified for tailored capacity building and mentoring programs, and these will be shared with the selected local capacity building partner selected as part of the grant or procurement process described in Activity 1.1, and others, including the AIAS Embedded Technical Advisor who is expected to be on board by September 2022.

Transform WASH has already begun the process to recruit the AIAS Embedded Technical Advisor who will provide ongoing capacity building and technical advisory to AIAS to support the roll-out of the new lease agreement template for all USAID-financed construction, improve lease contractor procurement practices, and expand the use of PPPs. As an embedded role, it is of the utmost importance that the individual selected not only has the broad range of expertise required, but that he/she also have a highly collaborative temperament that will enable the individual to quickly build strong relationships within the AIAS organization, which will underpin his/her success in their capacity building for the organization. For this reason, Transform WASH envisions the recruitment for this role to continue through the end of June, with the proposal of Transform WASH’s preferred candidate to AIAS in July/August. The team would like for AIAS to additionally interview the proposed candidate and endorse his/her hire. With

AIAS' approval, it is expected that this individual may formally commence his/her embedded assignment in September.

This activity is part of the process to achieving: (i) improved capacity of public and private providers and communities to manage water services; (ii) improved community capacity for social mobilization, monitoring services such as system functionality, with a focus on increasing women's leadership roles within the committees; and (iii) improved management approaches that address WASH needs of small towns and rural systems. Work under this Activity will impact multiple indicators such as: Number of water and sanitation sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of USG assistance (HL.8.3-3); Percentage change in operating ratio of water service providers (Custom); and various gender-related indicators.

C2.2 STRENGTHEN CAPACITY OF WATER PROVIDERS

Following the market mapping efforts within the provinces and the series of meetings to be held with existing AIAS and PRONASAR system operators in the targeted geographical areas and FPAs in June and July as part of the Baseline Analysis, the FBS and team will advance to the selection of a first cohort of targeted private sector actors to receive capacity assessments and tailored capacity building support under Transform WASH¹. The team will need to finalize a list of targeted partners and their locations by the end of July, so that this information may be included within the Scope of Work for the procurement of a local partner to provide the bulk of these capacity building services. The process the FBS and team will follow to identify this partner is described below.

It is expected that the development and implementation of this capacity building will largely be undertaken by either an entity awarded a GUC or a local subcontractor. Based on the findings of the Baseline Analysis and WASH-FIN proposed strategy and tools for performance monitoring of PRONASAR piped water service, the team will determine whether it may be appropriate to seek to identify one primary partner with the capacity to deliver part of the private sector capacity building services envisioned. Given the linkage with sub-activity 1.2, sequencing is very important, with capacity under 1.2 taking precedent. To recap that anticipated process, all strategic procurement decisions will need to be made at the end of July, and the grant or procurement process (or both) to engage the best qualified partner(s) shall be initiated thereafter, with finalization of a detailed scope of work by September.

This activity will directly contribute to the achievement of multiple objectives including improved cost recovery of water service providers in targeted small towns in Zambezia, Nampula and Cabo Delgado provinces, and increased technical, financial and management capacity of assisted water providers, with a special focus on supporting and fostering more female-led businesses. This Activity will directly or indirectly contribute to the delivery of several indicators, such as: Percentage change in operating ratio of water service providers (Custom); Number of large- and small-scale water-related female-led enterprises receiving USG support (Custom); and Percentage increase of women with position and responsibility for managing water at community, local and/or national levels in formal and informal institutions (Custom), among others.

¹ Transform WASH plans to work with multiple 'cohorts' of private sector actors over its five years of programming, however efforts to identify and onboard the first cohort only will be included within Year 1 and they are likely to be the currently active operators in the targeted 15 geographic areas.

C2.3 SUPPORT EXPANSION OF WATER SERVICES ACCESS THROUGH INFRASTRUCTURE DEVELOPMENT

The Transform WASH team will support USAID with preparations to procure a contractor to oversee the construction of water supply systems in 10 small towns, including site selection, and (if requested by USAID) review of the draft solicitation, and procurement of a contractor. As part of the Baseline Analysis to be completed in early July, the Transform WASH team will have, for a short-listed set of small towns, assessed water supply quality and reliability, the condition of existing infrastructure, the socio-economic status of the population and potential willingness/ability to pay, and capacity of relevant district/municipal governments, as well as any planned WASH investments. However, given the very tight delivery period of 120 days and the significant scope of work required to develop a meaningful analysis of investment needs and communities' willingness and ability to pay, the team anticipates needing to dedicate the balance of the month of July and August to undertake any potential follow up field investigations that may be required, especially if there may not be immediate agreement among our team, USAID and AIAS on the 10 small towns proposed for investment. It will then finalize a detailed feasibility report concerning the 10 selected small towns by the end of September. If desired, Transform WASH will review USAID's draft solicitation for design and construction services for the development of water supply systems in the 10 small towns.

This activity will contribute to the objective of increased access to safe drinking water in at least 10 small towns, through the capacity and adoption of management practices for water service delivery as established by standard indicators including: Number of people gaining access to basic drinking water services as a result of USG assistance; Number of people gaining access to safely managed drinking water services as a result of USG assistance; and Number of people receiving improved service quality from an existing basic drinking or safely managed water service as a result of USG assistance.

TABLE 5: COMPONENT 2 KEY DELIVERABLES FOR YEAR I

Task	Deliverable	Deadline
C.2.1	Mapping of Roles and Responsibilities Report, which includes findings from each of the 3 provinces workshop Finalized	September 2022
C.2.1	Selection and contracting of AIAS Embedded Advisor concluded	September 2022
C.2.2	List of the first AIAS and PRONASAR Piped Systems operators to benefit from capacity building	June 2022
C.2.2	Scope of Work and either RFP or grant application documentation prepared for selection of partner to support water provider capacity building	July 2022

3.3 COMPONENT 3: ACCESS TO WATER AND SANITATION FINANCING AND BUSINESS ENVIRONMENT FOR THE PRIVATE SECTOR IMPROVED

C3.1 SUPPORT SET-UP OF THE BLENDED WATER FUND

Following the completion of the Baseline Analysis, the Transform WASH team will capitalize on the ongoing WASH-FIN-led feasibility study for the development of a Blended Finance Fund for the development of small-town water systems with AIAS. WASH-FIN is expected to complete the assignment approximately at the same time as the completion of the Baseline Analysis, and will have identified, in partnership with the subsector decision-makers, a preferred fund structure that enjoys support of AIAS, its fellow sector stakeholders, USAID and other donors who would soon be prepared to commit funding for its capitalization.

Transform WASH envisions providing continued support to the set-up of the identified, viable fund. The next steps following the conclusion of the WASH-FIN engagement will be to prepare a scope of work for a specialty advisor to support AIAS in advancing the fund's set-up (drafting of legal documents for fund creation, support during discussions with sector ministry management and the council of Ministers for its approval and its establishment once it is approved), maintaining the momentum created in the first phase of the engagement. The COP and FBS will closely follow the completion of the feasibility study under WASH-FIN and develop this scope of services and prepare for the release of a Request for Proposals in August, with selection of a preferred bidder to ideally be made by the end of the fiscal year.

This activity will contribute to the objective of establishing national water fund with public and private funding windows, which will ultimately contribute to the delivery of indicator targets including: Number of national water funds with public and private funding windows established (Custom); and Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance.

C3.2 SUPPORT SMES IN ACCESSING FINANCE AND DEVELOP/TEST INNOVATIVE FINANCING MECHANISMS

The FBS will lead efforts to address SME creditworthiness and develop innovations to align the interests of financial institutions with the unique needs of water sector SMEs. However, before efforts may commence to support SMEs in accessing finance and develop/test innovative finance, the FBS and his team will engage the market and select a cohort of private partners to benefit from capacity building under the program. It is anticipated that SMEs, especially newer market entrants, will need some more basic capacity building before efforts may turn to focus on improving their access to finance. Efforts to select this initial cohort of private partners is described under 'Activity 2.2 - Strengthen capacity of private water providers', and this Activity 3.2 is not expected to begin until FY23 (Year 2).

This FY23 (Year 2) Activity is intended to achieve the objective of increasing the capacity of small and medium enterprises (SMEs) and public and private providers to attract different funding sources. It will contribute to various indicators including: Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance; and Number of WASH PPPs, including private investment mobilization, developed as a result of USG assistance (Custom).

C3.3 SCALE UP PPP BUSINESS MODELS FOR WATER SERVICES

Finalizing the selection of the AIAS Embedded Advisor will be one of the key first steps in Transform WASH's efforts to support AIAS specifically in scaling up PPP business models for water services. As mentioned in Activity 2.1, it is expected that this individual may formally commence his/her embedded assignment in September. While this individual is being selected, the COP and FBS will continue to coordinate with the World Bank to promote the leveraging of efforts undertaken to date under WASH-FIN in the Bank's next steps to refine PPPs or 'Performance Based Contracts' for the small town and RGC systems within the Rural and Small Towns Water Security Project.

USAID, under its WASH-FIN program, has provided direct support to AIAS and indirectly, to AURA, in the evaluation and negotiation of the concession contract for the development of 8 small towns piped water systems with the US-based developer 'Operation Water'. Specialty transaction and legal advisors have provided AIAS with the commercial and legal advisory it needed to develop a sound contractual framework for the proposed transaction and to negotiate terms that are in the best interest of both the Mozambican state and consumers. While the contract supporting this deal's implementation was signed

in 2021, it has been slowly navigating the additional approval processes required for its final implementation, and its Regulatory Annexes have been under development in parallel with the support of WASH-FIN advisors. It is expected that AIAS and AURA will continue to need support both in the final negotiation of this transaction and to establish contract management practices to facilitate the concessionaire's effective management. As the contracts and available budgets for the advisors appointed under WASH-FIN will expire in May and June, Transform WASH envisions procuring a specialty advisor to provide this continued support. This advisor will ultimately be managed directly by the AIAS Embedded Advisor. The COP and FBS, with support from the STA will develop the scope of work for this advisor in July. The team will release the RFP for these services to the local and global market in June, with award expected in July to minimize the gap between these specialty support engagements. This activity is intended to contribute to the objective of enabling the subsector to mobilize financing for infrastructure development and sustainable management of water supply services. It will contribute to indicators including: Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance; and Number of WASH PPPs, including private investment mobilization, developed as a result of USG assistance (Custom).

C3.4 ESTABLISH ENABLING ENVIRONMENT FOR WOMEN ENTREPRENEUR'S BUSINESS DEVELOPMENT

The GYS will support efforts to map private sector actors within the Baseline Analysis, ensuring that female entrepreneurs and employees are specifically targeted for participation in the market-sounding workshops to be held in June and July. Efforts to select an initial cohort of private sector actors with which the program will work, including as many female entrepreneurs as possible, are expected to be completed by August so that this information may be included within the Scope of Work for the procurement of a local partner to provide the bulk of these capacity building services. A Scope of Work for engaging this local partner, either to be subcontracted or engaged within a GUC, is expected to be developed by September. The Transform WASH team will include within the scope of services of this partner an early exercise to work with the selected private sector actors to have them identify what they feel are the greatest barriers to their greater participation in WASH service delivery. Female participants will be asked specifically to share their unique challenges related to being female business owners or leaders. This will be targeted as part of the subcontractor's kick-off engagement with the selected cohort of private sector actors early in Year 2.

The selected subcontractor will analyze these findings and combine them with complementary analysis (see discussion on the 'enabling environment roundtable' in Activity 3.5 below) on local enabling environment constraints. They will present these findings to Transform WASH in an internal workshop in early Year 2 with the objective of designing their capacity building program in response to both the individual needs of the selected private sector actors and the structural changes that will need to be enabled.

This activity will ultimately contribute to multiple indicators including: Number of WASH sector jobs created as a result of USG funding (Custom); and Number of large- and small-scale water-related female-led enterprises receiving USG support (Custom).

C3.5 IDENTIFY ENABLING ENVIRONMENT CRITICAL ISSUES FOR WASH FINANCING MOBILIZATION AND TRACKING

The team will organize an enabling environment roundtable targeting current and potential water sector operators, private water providers, financial institutions, women and youth groups, and government representatives to identify the top enabling environment constraints and recommended solutions for improving the sector's access to capital. It will include sharing of lessons from implementation of

TrackFin (WASH-FIN and DNAAS). This roundtable discussion is therefore also expected to take place in September and will be held in Maputo, given that the majority of identified institutional actors are located in Maputo. It may be followed up with additional sessions as needed in the provinces, although these will likely not be held until Year 2.

This FY23 (Year 2) II activity will contribute to the objective of improved financial sustainability of water service providers. It will contribute to the indicators including: Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance; and Number of mechanisms in place to track WASH expenditures by sub-sector (Custom).

TABLE 6: COMPONENT 3 KEY DELIVERABLES FOR YEAR I

Task	Deliverable	Deadline
C.3.1	Procurement of a subcontractor for creation and establishment of the small towns water infrastructure fund finalized	September 2022 ²
C.3.1	AIAS Embedded advisor hired	September 2022
C.3.3	Procurement of a subcontractor for completion of advisory services on Operation Water transaction	August 2022
C.3.4	Scope of Work developed for engaging local capacity building partner	September 2022
C.3.5	Roundtable discussion on enabling environment constraints for WASH financing held	September 2022

3.4 COMPONENT 4: UPTAKE AND MAINTENANCE OF KEY WATER AND HYGIENE BEHAVIORS AMONG HOUSEHOLDS AND INSTITUTIONS ACCELERATED

C4.1 INCREASE INSTITUTIONS' AND COMMUNITIES' VALUE AND INTENTION TO INVEST IN WATER SERVICES

A Social Behavior Change (SBC) working group that brings together local SBC, hygiene and gender experts will be established at the beginning of the Baseline Analysis. Building upon the rapid participatory assessment in target districts during the BA, the Transform WASH SBC team will begin to design and implement an engagement strategy with multiple local stakeholders to positively influence community engagement in designing water systems and willingness to pay for the services once available. This will be particularly important to establish before the A&E contractor to be procured separately by USAID is expected to commence its design work.

The team will target the award of one of its early grants under contract, likely in early Year 2, to a local community-based organization to enable a partnership with the CORAGEM rural radio program to reach community members and leaders through multiple channels with values-driven messaging and stories about the potential of water services to uplift and improve lives.

Detailed interventions under this Activity will begin in FY23 to contribute to the achievement of more equitable decision making within households for WASH products and services. The Activity will contribute to multiple indicators including: Percent of women (age 15-49) who report that they usually participate in decisions about large household purchases (Custom); Percentage of households with soap

² Subject to sector endorsement of the need to establish the fund

and water at a handwashing station commonly used by family members; and Percentage of households in target areas practicing correct use of recommended household water treatment technologies.

C4.2 INCREASE HOUSEHOLD ABILITY AND MOTIVATION TO ADOPT HYGIENE BEHAVIORS

In Year 1, the team will complete the initial evaluation and assessment of prior hygiene and behavior activities in the provinces and establish a stakeholder working group to design and implement evidence-based SBC programs. Building on these findings, the Transform WASH team will develop a set of activities to increase household ability and motivation to adopt selected hygiene behaviors. Activities will target behavioral determinants organized under the “ability” and “motivation” parts of the SaniFOAM framework, diagnosed as part of the WASHPaLS formative research study. Because many barriers to adoption of ideal hygiene behaviors are gendered and consequences of not engaging in ideal hygiene behaviors are also gendered (e.g., greater social disapproval for women who do not wash hands with soap before eating or cooking, or after using a latrine, or who do not utilize appropriate MHM supplies), activities will also address gender-related determinants, many of which fall under the “opportunity” or structural section of SaniFOAM.

From July - September, the team will co-design evidence-based SBC activities in conjunction with the working group. They will additionally integrate youth engagement and leadership into SBC activity design through organized research and internship opportunities for local university students. By the end of September, the first cohort of five to ten communities will be on board to address motivation drivers and social/gender norms for planned SBC interventions to begin in Year 2.

Detailed interventions under this Activity will begin in FY23 to increase adoption and sustained practice of key WASH behaviors and improved health and well-being for households, particularly for women and girls. This Activity will impact several indicators including: Percentage of households with soap and water at a handwashing station commonly used by family members; Percentage of households in target areas practicing correct use of recommended household water treatment technologies; and Number of people with increased knowledge of sanitation and hygiene/MHM approaches through exposure to USG-supported events, communications materials, and products (Custom).

C4.3 STRENGTHEN GENDER NORMS THAT SUPPORT EQUITY AND INCLUSION

Using the initial research conducted under the Baseline Analysis, the Transform WASH team will aim to design and initiate gender-focused SBC programs that address harmful gender norms in WASH behaviors for women by the end of Year 1, with the aim of full integration as a core activity in Year 2. Starting in July and continuing through September, the team will deploy SAA and Social Norms Analysis Plots to document baseline social norms and Engaging Men and Boys (EMB) and Uplifting Women’s Participation in Water-Related Decision-Making (UPWARD) tools to implement SBC activities that address harmful gender norms that inhibit desired WASH behaviors and gender equality.

This Activity will contribute to the objective of achieving more equitable decision making within households for WASH products and services. The Activity will contribute to several indicators including: Percent of women (age 15-49) who report that they usually participate in decisions about large household purchases (Custom); and Percent of people (sex disaggregated) with increased knowledge of hygiene/MHM approaches through exposure to USG-supported events, communications materials, and product (Custom).

TABLE 7: COMPONENT 4 KEY DELIVERABLES FOR YEAR I

Task	Deliverable	Deadline
C4.1	Social behavior changes working group established	July 2022
C4.2	10 communities to address motivation drivers and social/gender norms for planned SBC interventions identified	September 2022
C4.2	Tools and implementation plan for behavior change developed	September 2022
C4.3	Tools and implementation plan for engagement of woman and youth actively in water activities developed	September 2022

ANNEX I. YEAR I TRANSFORM WASH GANTT CHART

SA = Subcontract Award; GA = Grant Award; W = Workshop; Light gray shading indicates subcontract/grant activity; Dark gray shading indicates Transform WASH activity

Activities and Tasks	Mar	Apr	May	Jun	Jul	Aug	Sep
Planning and Startup							
Participatory Work Planning							
Engage key counterparts with individual meetings and a facilitated workshop to validate and refine Y1 Work Plan and launch the participatory work planning process for Y2 with USAID, Transform WASH staff, subcontractors.			W				
Host participatory work planning sessions to finalize Y2 work planning.					W	W	
Required resources estimates	<ul style="list-style-type: none"> • Project staff • International travel for one staff member • Local travel for 1 staff member and government participants 						
Baseline Analysis							
Landscape Baseline Assessment (Assessment Report)							
Procure subcontract with local engineering consulting firm to conduct Baseline Analysis (BA)			SA				
Establish a multi-stakeholder SBC working group comprised of local BC, hygiene, and gender experts at the beginning of the Baseline Analysis.							
Develop private sector situational analysis to map existing private sector capacity to meet demand for WASH services							
Conduct gender equality policy consultations with AIAS, DNAAS, AURA, and MOPHRH to establish current status of development of gender policies and sector-wide policy			W			W	
Host workshops and targeted meetings with existing AIAS operators and other WASH-related business owners and actors, with targeted outreach to female entrepreneurs.			W	W			
Convene investment opportunity information session with AFORAMO to maximize outreach to interested FPAs, identifying and categorizing potential interest of known private sector partners to provide services/invest in the target towns and districts.			W				
Undertake institutional capacity assessments for district, provincial, and national-level partners using USAID OCAT ranking methodology for inclusion in final Baseline Analysis report.							
Deliver Baseline Analysis Report and present to USAID							

Activities and Tasks	Mar	Apr	May	Jun	Jul	Aug	Sep
Required resources estimates	<ul style="list-style-type: none"> Local subcontractor Project staff Staff local travels 						
Transform WASH Team Capacity Building							
Host a multi-day workshop in July with Transform WASH staff to onboard staff and provide gender equity and other program training.					W		
Required resources estimates	<ul style="list-style-type: none"> Project staff At least 1 project staff international travel At least 1 consultant 						
Other Planning and Startup Deliverables							
First Annual Work Plan (and Communications Plan Annex)							
Work Plan for Year 2							
Gender, Youth, and Private Sector Engagement (PSE) Action Plan							
Monitoring, Learning, and Evaluation (MEL) Plan							
Final Management Plan							
Mobilization Plan							
Environmental Mitigation and Monitoring Plan (EMMP)							
Final Branding and Marking Plan							
Procurement Plan							
Grants Manual and Management Plan							
Security Plan							
Required resources estimates	<ul style="list-style-type: none"> Project staff Home office consultants (2) 						
Component I: Policy implementation and institutional capacity of the Government of Mozambique to deliver WASH services strengthened							
1.1. Support policy and regulatory reform in alignment with decentralization.							
Develop short-list, present, and agree with DNAAS, AURA, AIAS, and USAID on three new priority policy and regulatory reform engagements.							
Meet with key DPs (World Bank and Embassy of Netherlands) involved in support policy and regulatory reform to ensure a full understanding of their current and planned efforts.							
Procure local subcontractor specialized in WASH sector reform to support AIAS, DNAAS and AURA.							SA
Required resources estimates	<ul style="list-style-type: none"> Project staff 						

Activities and Tasks	Mar	Apr	May	Jun	Jul	Aug	Sep
1.2. Improve institutional capacity to budget, plan, implement, monitor, and report.							
Procure local subcontractor or grantee to identify capacity needs and support planning exercise for 2023 in Cabo Delgado, Nampula and Zambezia provinces						GA/SA	→
Establish and initiate a coordination plan with USAID LOGOS for local government capacity building in WASH planning, budgeting, and procurement							
Required resources estimates	<ul style="list-style-type: none"> • Project staff • Tetra Tech subcontractor (WaterAid) 						
1.3. Scale up SINAS and/or other platforms for WASH service planning and reporting.							
Facilitate a kick-off event for DNAAS-led SINAS working group to review the results of capacity assessments for national-level sector counterparts and obtain feedback on components of capacity building program to be developed. Facilitate follow-up meetings as necessary.						W	
Review SINAS system architecture and determine if any additional system capabilities must be built out in order to process targeted performance data of piped systems and FPA operations							
Prepare a SINAS Needs Assessment Report to propose recommendations to USAID on the scope Transform WASH should undertake related to SINAS's further development and its potential inter-linkage with other agency systems.							
Required resources estimates	<ul style="list-style-type: none"> • Project staff • Tetra Tech subcontractor (WaterAid) 						
Component 2: Government and private water providers technical, financial, and management capacity strengthened							
2.1. Improve capacity of public providers and communities to manage water services.							
Design and facilitate orientation sessions in each province to map roles and responsibilities through the sequence of water system planning, design, construction, lease procurement, and contractor oversight, and compare with the results of institutional capacity assessments. Submit finalized Mapping of Roles and Responsibilities Report to USAID.					W	W	W
Recruit the AIAS Embedded Technical Advisor together with AIAS to support procurement, lease management, and PPP development.							
Required resources estimates	<ul style="list-style-type: none"> • Project staff • Local consultants (TBD) • Staff local travels • Government staff travels 						
2.2. Strengthen capacity of private water providers.							

Activities and Tasks	Mar	Apr	May	Jun	Jul	Aug	Sep
Finalize list of selected private sector partners (PRONASAR and AIAS operators) to receive capacity and assessments and tailored capacity building support under Transform WASH based on market mapping efforts.							
Procure a local partner to provide capacity building services to private sector partners.						GA/SA	→
Required resources estimates	• Project staff						
2.3. Support expansion of water services access through infrastructure development.							
Undertake potential follow-up field investigations as required if partners have not reached agreement on the 10 small towns proposed for USAID investment.							
If requested by USAID, Transform WASH will review USAID's draft solicitation for design and construction services.							→
Required resources estimates	• Project staff						
Component 3: Access to water and sanitation financing and business environment for the private sector improved							
3.1. Support set-up of the blended water fund.							
Prepare a scope of work and Request for Proposals (RFP) for a specialty advisor to advance with the fund's creation and set-up following the finalization of USAID's WASH-FIN-led feasibility study for the development of a blended fund for small-town water systems with AIAS.							SA
Required resources estimates	• Project staff						
3.2. Support SMEs in accessing finance and develop/test innovative financing [Activities begin Y2]							
3.3. Scale up PPP business models for water services.							
Procure services of specialty advisor to support AIAS and AURA in finalization and management/regulation of the Operation Water concession.						SA	
Provide advisory support to AIAS to manage the Operation Water concession for the development of 8 small town systems.							
Coordinate with World Bank and ensure efforts undertaken to date under WASH-FIN are leveraged in the Bank's next steps to refine PPPs or "Performance Based Contracts" for small town and RGC systems within the Rural and Small Towns Water Security Project.							→
Required resources estimates	• Project staff						
3.4. Establish enabling environment for women entrepreneur's business development.							

Activities and Tasks	Mar	Apr	May	Jun	Jul	Aug	Sep
Target female entrepreneurs and employees for participation in private sector market-sounding workshops (conducted as part of baseline analysis).				W	W		
Required resources estimates	<ul style="list-style-type: none"> • Project staff • Staff local travel 						
3.5. Identify enabling environment critical issues for WASH financing mobilization and tracking.							
Organize an enabling environment roundtable in Maputo with the business community, government, and financial institutions to identify other obstacles to investment mobilization and use findings to design Y2 activities.							W
Required resources estimates	<ul style="list-style-type: none"> • Project staff 						
Component 4: Uptake and maintenance of key water and hygiene behaviors among households and institutions accelerated							
4.1. Increase institutions' and communities' value and intention to invest in water services.							
Design and implement an engagement strategy with multiple local stakeholders to positively influence community engagement in designing water systems and willingness-to-pay for services once available.							
Engage a local CBO under GUC to partner with nearby rural radio stations supported by USAID Community Radios Assistance for Greater Empowerment of Mozambican Institutions Project (CORAGEM) to reach community members and leaders through values-driven messaging and stories about the potential of water services to uplift and improve lives.							GA
Required resources estimates	<ul style="list-style-type: none"> • Project staff • Tetra Tech subcontractor (Iris Group) 						
4.2. Increase household ability and motivation to adopt hygiene behaviors.							
Assess BC interventions and approaches from previous programs in the target provinces.							
Perform an assessment of BC interventions in the target provinces.							
Co-design with SBC working group members evidence-based, strategic SBC activities focused on addressing key determinants and barriers.							
Organize community-level internships and SBC research opportunities for university students.							
Onboard first cohort of 5-10 communities to address motivation drivers and social/gender norms for planned SBC interventions beginning in Y2.							→
Required resources estimates	<ul style="list-style-type: none"> • Project staff • Tetra Tech subcontractor (Iris Group) • Subcontractor (Salomon) 						
4.3. Strengthen gender norms that support equity and inclusion.							

Activities and Tasks	Mar	Apr	May	Jun	Jul	Aug	Sep
Deploy SAA and Social Norms Analysis Plots to document baseline social norms.							→
Utilize Engaging Men and Boys (EMB), Uplifting Women's Participation in Water-Related Decision Making (UPWARD) tools to implement SBC activities that inhibit desired WASH behaviors and gender equality.							→
Required resources estimates	<ul style="list-style-type: none"> • Project staff • Tetra Tech subcontractors 						
Periodic Reports							
Monthly Reports							
Quarterly Reports							

ANNEX 2. YEAR I BUDGET SUMMARY

Removed and shared with USAID only

ANNEX 3. PERFORMANCE INDICATORS

Note: The MEL Plan and indicator targets will be finalized after completion of the Baseline Analysis. Therefore, the targets listed below, along with FY22 results are estimates and reflect intermediate steps required prior to achievement of measurable progress toward indicators.

Transform WASH Indicators	LOP Targets (Draft)	FY22 - Expected Results (Est.)
Component 1: Policy Implementation and Institutional Capacity of the Government of Mozambique to Deliver WASH Services Strengthened		
1) HL.8.3 - 3 - Number of water and sanitation sector institutions strengthened to manage water resources or improve water supply and sanitation services as a result of USG assistance	20	Institutional capacity assessment completed
2) Change in women's perception of their role or participation in local structures for accessing WASH services	50%	Situation assessment completed
3) Percent of members of WASH decision-making bodies who are women (Custom)	20%	Situation assessment completed
4) Number of laws, policies, regulations, strategies, or standards addressing WASH services formally proposed, adopted, implemented, or strengthened as supported by USG assistance (Custom)	20	Identification of 3 priorities of policies and regulations finalized
5) Number of WASH PPPs, including private investment mobilization, developed as a result of USG assistance (Custom)	54	Workshop to clarify roles and responsibilities at all levels held in 3 targeted provinces
6) Number of focus provinces that have improved utilization of national sector monitoring systems (Custom)	3	SINAS Needs assessment finalized
Component 2: Government and Private Water Provider Technical, Financial, and Management Capacity Strengthened		
7) Number of people gaining access to basic drinking water services as a result of USG assistance (HL.8.1-1)	85,000	Selection of towns for infrastructure development finalized
8) Number of people gaining access to safely managed drinking water services as a result of USG assistance (HL.8.1-2)	15,000	Selection of towns and districts for institutional support finalized
9) Number of people receiving improved service quality from an existing basic drinking or safely managed water service as a result of USG assistance (HL.8.1-3)	5,000	Selection of towns and districts for institutional support finalized
10) Percentage change in operating ratio (revenue divided by operational costs) of water service providers (Custom)	20%	First sample of AIAS and PRONASAR operators for capacity building selected and SOW for capacity building subcontractor prepared
11) Number of large- and small-scale water-related female-led enterprises receiving USG support (Custom)	25	Female entrepreneurs workshop organized
12) Number of districts that have incorporated community-led service provider accountability mechanisms into standard monitoring and evaluation process (Custom)	15	Situation assessment completed
13) Percent of citizens who have an improved perception of WASH service delivery (Custom)	50%	Assessment of SBC existent practices and outcomes; Transform WASH SBC implementation strategy develop.
14) Percentage increase of women with position and responsibility for managing water services at community, local, and/or national levels in formal and informal institutions (Custom)	30%	Situational analysis completed
Component 3: Access to Water and Sanitation Financing and Business Environment for the Private Sector Improved		
15) Number of WASH sector jobs created as a result of USG funding (Custom)	120	Situation assessment, institutional capacity assessment completed
16) Number of national water funds with public and private funding windows established (Custom)	1	SOW of the subcontractor for water fund establishment prepared

17) Number of mechanisms in place to track WASH expenditures by sub-sector (Custom)	4	Institutional capacity assessment completed
18) Value of new funding mobilized to the water and sanitation sectors as a result of USG assistance (HL.8.4-1)	\$20M	SOW of the subcontractor for water fund establishment prepared
Component 4: Uptake and Maintenance of Key Water and Hygiene Behaviors among Households and Institutions Accelerated		
19) Percentage of households with soap and water at a handwashing station commonly used by family members (HL.8.2-5)	TBD	Co-design evidence-based SBC activities in conjunction with the working group ongoing
20) Percentage of households in target areas practicing correct use of recommended household water treatment technologies (HL.8.2-6)	TBD	Co-design evidence-based SBC activities in conjunction with the working group ongoing
21) Percent of women (age 15-49) who report that they usually participate in decisions about large household purchases (disaggregated by married/unmarried) * (Custom)	30%	Commencement of the design of gender norms
22) Number of people (sex disaggregated) with increased knowledge of hygiene/menstrual hygiene management approaches through exposure to USG-supported events, communications materials, and product (Custom)	100,000	Draft of the SOW to engage a CBO for value-driven messaging
23) Percent reduction in time women spend collecting water (Custom)	50%	Selection of towns for infrastructure development completed

ANNEX 4. COMMUNICATIONS PLAN

INTRODUCTION

The USAID Transform WASH Activity increases the use and sustainable management of safe water and sanitation services in small towns, rural growth centers, and peri-urban areas in the Cabo Delgado, Nampula, and Zambezia Provinces of Mozambique, through four inter-related technical components:

- 1) Strengthening of policy implementation and institutional capacity of the Government of Mozambique to deliver WASH services;
- 2) Strengthening government and private water provider technical, financial, and management capacity;
- 3) Improvement of access to water and sanitation financing and business environment for the private sector; and
- 4) Accelerating the uptake and maintenance of key water and hygiene behaviors among households and institutions.

Coordination, communication and collaboration will be critical to the success of Transform WASH. The Activity will have multiple levels of communication and outreach, and will facilitate and encourage meaningful participation across a broad range of local, regional, and national stakeholders that are essential to successfully achieving activity objectives. The Transform WASH team will coordinate closely with USAID, through the COR and DOC team, on public-facing outreach and communications.

This Communications Plan outlines the communications objectives, target audiences, and communications tools and activities, and monitoring and evaluation that will support effective achievement and success in Transform WASH goals. A Transform WASH Branding Implementation Plan and Marking Plan that is aligned with this communications plan was developed by Tetra Tech and submitted to USAID in April 2022.

Per Tetra Tech’s commitment to the principles of collaborating, learning and adapting (CLA), this plan is a living document that the Transform WASH team will review and update as needed, under the leadership of the Chief of Party working in close coordination with the MEL/CLA Manager and Specialist.

OBJECTIVES OF TRANSFORM WASH COMMUNICATIONS EFFORTS

The objectives of the Transform WASH communications efforts are to:

- Increase audience awareness of the benefits to increasing use and sustainable management of safe water and sanitation services
- Effectively engage sector stakeholders around shared interests
- Mobilize for targeted social behavior and change
- Highlight the important role of local systems in sustainable development
- Showcase successes and impact as progress is achieved
- Increase uptake and use of Transform WASH-supported reforms and tools
- Facilitate team members’ access to consistent and timely information across partners (internal communications).

The team will collaborate with the USAID/Mozambique Mission to tell the story of Transform WASH successes, lessons learned, and the activity’s impact on the lives of Mozambicans living in the target provinces through the Mission’s social media accounts.

The activity's complementary Branding and Marking Plan (submitted under separate cover) outlines communication interventions for Transform WASH and outlines various methods and communication activities to be used to communicate with partners and beneficiaries/participants about the activities, progress and successes of the project. It also illustrates the tools and approaches to be used to engage and inform diverse stakeholders whose efforts are crucial to the successful implementation of the project.

TARGET AUDIENCES

To achieve activity and project communication goals and objectives, Transform WASH will engage with a diverse set of target audiences, including:

- 1) The general population of Mozambique, government officials at the local and central levels (including AIAS, AURA, DNAAS, FIPAG, among others), public institutions, private sector entities, civil society organizations, religious and community leaders, media outlets and other relevant institutions in Mozambique and the Southern African Development Community, where appropriate; and
- 2) USAID stakeholders, nongovernmental organizations, contractors, and researchers working on issues of water, sanitation, hygiene, and decentralization;
- 3) USAID staff in Washington and in the field;
- 4) Development partners such as: The World Bank; Dutch Embassy; UNICEF; FCDO; other WASH Social Behavior Change programs; and other USAID Implementing Partners.

The social behavior change component of the Transform WASH (Component 4) will target households, and particularly women and girls, in the small towns, rural growth centers, and peri-urban areas of Cabo Delgado, Nampula and Zambezia Provinces.

Key messages will be developed, adapted and refined for different target audiences, as discussed in the Branding and Marking Plan.

COMMUNICATION TOOLS AND ACTIVITIES

A diverse set of communications products and tools will be used to reach Transform WASH target audiences, achieve communications objectives, and deliver key messages, including:

- Media interviews, press releases/conferences and site visits (USAID's DOC will be informed of any media interviews)
- Factsheets
- Photo stories
- Program participant testimonials
- Success stories
- Professional photography
- Blogs
- Videos and radio programming
- Workshops and webinars, and
- Social media, e-invitations, or other internet activities

See the Transform WASH Branding and Marking Plan and Annual Work Plan for additional detail.

Audience-specific communications and outreach plans will be created for significant activities and products, as appropriate. Communications activities and products will be strategically identified to support activity tasks, and complement the phase of implementation. Differentiated messaging will be

refined and finalized after Transform WASH has finalized its geographic target areas selection later in Year 1. All materials will be approved by USAID before dissemination.

All Transform WASH deliverables and products, including publications, videos, infographics, and other communication materials will comply with ADS 320 and the *USAID Graphics Standards Manual*.

MONITORING AND EVALUATION

Transform WASH will continuously monitor communications and outreach efforts according to the Monitoring and Evaluation Plan (submitted under separate cover) to quantitatively gauge their effectiveness, determine where resources and efforts are most useful, and determine if strategic adaptations are needed. The Activity will evaluate communications efforts on an ongoing basis, recommend adjustments to our approach based on verifiable results, and will report significant findings in the Activity's quarterly and annual reports.

U.S. Agency for International Development

1300 Pennsylvania Avenue, NW

Washington, DC 20523

Tel: (202) 712-0000

Fax: (202) 216-3524

www.usaid.gov