

**THE WORLD BANK
WATER AND SANITATION PROGRAM
TERMS OF REFERENCE**

Assignment/Project Title: Private Sector Development Consultant (for sanitation)
Supervisor and Department: Hang Diem Nguyen, Water and Sanitation Specialist, WSP Vietnam, TWIEA
Location: Hanoi, Vietnam
Assignment Duration: 100 days from September 15, 2014 till June 30th, 2015
Assignment Type: Short-term Consultant (STC), C2 Level
International Recruitment: No

A. PROJECT BACKGROUND AND OBJECTIVES

The Water and Sanitation Program

The Water and Sanitation Program (WSP) is a multi-donor partnership created in 1978 and administered by the World Bank to support poor people in obtaining affordable, safe, and sustainable access to water and sanitation services. WSP provides technical assistance, facilitates knowledge exchange, and promotes evidence-based advancements in sector dialogue.

WSP's Business Plan for fiscal years 11-15 proposes to contribute to sector outcomes in six strategic areas: 1) scaling up rural sanitation and hygiene; 2) creating sustainable services through domestic private sector participation; 3) supporting poor-inclusive sector reform; 4) targeting the urban poor and improving services in small towns; 5) mitigating and adapting service delivery to climate change impacts; and 6) delivering services in fragile states.

WSP has offices in 24 countries across Africa, East Asia and the Pacific, Latin America and the Caribbean, South Asia, and in Washington, DC. The Program is trust funded by donor countries, the World Bank, and the Bill & Melinda Gates Foundation. WSP is led by a Program Manager located in the World Bank's Transport, Water and ICT Department in the Sustainable Development Network (SDN) Vice Presidency. In East Asia, the program currently operates offices in 5 countries—Cambodia, Indonesia, Lao PDR, the Philippines, Vietnam and provides support to Papua New Guinea and Timor Leste. The Regional Team Leader is located in Singapore and is accountable to the Program Manager in Washington DC. For more information, please visit www.wsp.org.

WSP Technical Support to Scaling Up Sanitation under the National Target Program for Rural Water Supply and Sanitation

During 2000 - 2010, the Government of Vietnam implemented the National Target Programs (NTP) 1 and 2 for Rural Water Supply and Sanitation, which have largely been responsible for progress in rural water supply. Sanitation, however, did not receive adequate attention. As of 2011, government data shows that access to *hygienic* sanitation stands at 55% and progress is off-track to reach the national target. Thus the NTP3 for 2012-2015 was approved by the Prime Minister with more attention given to sanitation, including three projects: 1) rural domestic water supply and rural environment, 2) rural sanitation, and 3) capacity building, communication, supervision, monitoring and evaluation of the program. Ministry of Agriculture and Rural Development is both the coordination agency and implementation agency for projects 1 and 3 while Ministry of Health is responsible for project 2. Like its predecessors, NTP3 is the main government program to improve rural water supply and sanitation

in the coming years in Vietnam.

Given the importance placed on sanitation within the NTP 3, WSP supported Scaling Up Rural Sanitation TA to the government of Vietnam, specifically the Vietnam Environmental Health Management Agency (VIHEMA) under the Ministry of Health (MoH), as well as the Ministry of Agriculture and Rural Development (MARD), who is the lead implementation agency for NTP 3 for Rural Water Supply and Sanitation. The TA provides technical assistance for the government to reach sanitation targets and create more opportunity for the poor to access improved sanitation. The TA is built on four elements: i) improving the enabling environment for service delivery, ii) strengthening rural sanitation supply chains, iii) generating demand for improved sanitation and iv) improving service delivery models through knowledge and learning. WSP's support at the national level and in selected provinces will serve as "learning labs" to generate new knowledge and evidence on reaching the poor with affordable and desirable sanitation products and services.

WSP and MOH has selected Hoa Binh province, Kim Boi and Mai Chau districts in particular, with the aim of informing improvements to NTP3 program implementation in other similarly challenging provinces with low sanitation access and remote villages with ethnic minorities. One of key technical support activity of WSP for Hoa Binh province is to support the Department of Health (DoH) and the Center for Preventive Medicine (CPM) of Hoa Binh province to 1) develop an evidence-based behavior change communication strategy and plan to generate demand for improved sanitation among rural, poor households and 2) develop a supply chain strengthening strategy and plan to meet those demands.

As also a part of WSP's TA, support is provided to the implementation of the rural sanitation component under a World Bank funded project, namely the Mekong River Delta Water Resources Management for Rural Development Project, hereafter referred to as WB6 project.

Linkage of the WSP's TA with the WB6 project

The Mekong River Delta Water Resources Management for Rural Development Project (WB6 project) aims to protect and enhance the utilization of water resources in 7 project provinces¹ of the Mekong Delta Region in order to sustain gains in agricultural productivity, provide access to water supply and sanitation for rural households, and contribute to climate change adaptation. As part of component 3, a sanitation sub-component has been identified in the Project Appraisal Document (PAD), consisting of sanitation marketing, household sanitation and school sanitation interventions. The household sanitation component aims to achieve increased sanitation access among all households: non-poor, poor, and near-poor households.

The scale of the project refers to around 8-16 communes in each of the provinces, spread over 2-3 districts, depending on size of communes in terms of population and number of poor and near-poor households eligible for subsidies². It is recognized that capacity development and implementation

1 The seven provinces are: Hau Giang, An Giang, Bac Lieu, Soc Trang, Kien Giang, Can The, Ca mau

2 The WB6 project will align as much as possible with the new direction under NTP3, and hence empower the role of Provincial Centers for Preventive Medicine (pCPM, under DoH) especially with respect to overall coordination and planning, delivery of output-based subsidies to the poor, and all aspects of the sanitation market development. In close coordination with the pCPMs, the Vietnam Women Union (pVWU) will be tasked with the implementation of a Behavior Change Communication (BCC) campaign. Detailed implementation arrangements under WB6 project are reflected in a Memorandum of Understanding signed by all relevant provincial parties.

support is required to effectively implement the sanitation sub-component, especially to introduce sanitation marketing as a relatively new approach in the Mekong Delta. Therefore, WB6-project includes a Technical Assistance package, procured by the Central Project Management Unit (CPMU), to support 7 provinces in the implementation of sanitation marketing and behavior change communications activities. A capacity building firm/NGO is expected to be procured by January 2015. Before hands-on implementation support can effectively be provided to all provincial level implementing agencies, various upfront “development activities” need to take place, related to;

- i) rapid assessment on supply and demand for rural sanitation (formative research)
- ii) development of evidence-based behavior change communication toolkit and training package to be used by provincial Vietnam Women’s union (pVWU) implementers, and
- iii) development of a sanitation marketing toolkit and training package for local (sanitation) businesses , to be used by pCPM implementers and local businesses/contractors

Task ii and iii need to be solidly based on the insights generated from the formative research in task i. In order to meet timelines under the WB6 project task i) is expected to be completed by September 2014.

WSP would like to seek a consultant to join the WSP Vietnam team, with the responsibility for coordinating and supervising the work program in the area of sanitation supply chain strengthening and market development.

Objective of the ToR

The objective of the TOR is for a consultant to support the WSP Vietnam team in supervision the Consulting Firms in the development of evidence –based sanitation marketing and supply chain development strategy/plan and tool kits in Hoa Binh province and Mekong provinces, followed by implementation support to selected provinces. Specific scope of work are to:

- I. To provide technical support in development and implementation of a supply chain development strategy and plan, and sanitation marketing and toolkit for Hoa Binh province;
- II. Provide technical support in development of a supply chain development plan and sanitation marketing toolkit for Mekong provinces.

B. SCOPE OF WORK

- I. Provide technical support in development and implementation of supply chain development strategy and plan, and sanitation marketing toolkit for Hoa Binh province:**
 - Supervise and provide comments to the consulting firm (SNV) in developing the supply chain strategy and suitable business models for Hoa Binh and participate trial activities.
 - Review, provide comments and participate the testing for informed choice catalogue and sales and marketing toolkits and training manuals for sales agents and service providers developed by SNV.
 - Provide support to Hoa Binh CPM in implementing the supply chain strategy and plan, including capacity building for CPM and district officials in coordinating private sector development activities
 - Provide support to Hoa Binh CPM in capacity building activities for private sector actors, such as sale agents and sanitation businesses/one stop shop owners, including training courses in sales skills and business management, as well as on the job training, and

coaching (based on training materials developed by the consulting firm).

- Advice and supervise the capacity building firm for rural sanitation on the development and roll-out of capacity building plan and curriculum for sanitation marketing/supply chain actors.

II. Provide technical support in development of a supply chain development strategy and sanitation marketing toolkit for Mekong provinces:

- Supervise and provide comments to consulting firm, which will be recruited soon for this assignment, in developing business models and supply chain strategy for Mekong area based on the business model brief being developed; participate trial activities.
- Review and provide comments and participate testing for informed choice catalogue; sales and marketing toolkits for service providers developed by a Consulting Team.
- Supervise preparation and participate the training courses on handing over the sanitation marketing strategy and tools, training manuals for VIHEMA, WB6 CPMU and CPM of 7 provinces
- On the job training for the consulting firm selected by WB6 CPMU and CPM of some selected provinces for facilitating business development and operation as requested.
- Provide support for other related task as required.

Methodology

For I: The consultant will work closely with WSP team, VIHEMA, consulting firm (SNV), Hoa Binh CPM, DoH, district health department, supply chain actors and other stakeholders and partners to make sure that the proposed business model will be operated actively. Long and frequent field trips are expected as work requests

For II: The consultant will need to work closely with WSP, VIHEMA, Mekong provinces CPMs, selected firm by CPMU, and other relevant stakeholders (such as provincial Vietnam Women's Union , Vietnam Bank for Social Policy or other rural banks) in implementing these tasks. Long field trips to Mekong provinces are expected as work requests.

WSP will have several individual consultants as well as consulting firms in the project implementation. The national consultant thus will need to work closely with the whole team in all assignments. He/she will need to submit a monthly working plan in the first day of each month according to the general progress of the working flows to WSP TTL for discussion and endorsement. Due to the nature of the work and the close interaction with the WSP team and VIHEMA, the national consultant is required to be a Hanoi resident. Moreover, the consultant is expected to deepen his/her knowledge on WSP and other agencies in sanitation market development approaches. The Consultant is expected to actively contribute to WSP global SURS knowledge development, with respect to supply chain development.

C. DELIVERABLES/SPECIFIC OUTPUTS EXPECTED FROM CONSULTANT

The following tasks and deliverables are expected from the consultant from September 15th, 2014 to June 30th 2015. The timing of deliverables will be determined in close coordination with the WSP TTL.

Task	Level of effort (days)	Deliverables	Completed by:
<p>I: Provide technical support in development and implementation of supply chain development strategy and plan, and sanitation marketing toolkit for Hoa Binh province (50 days)</p> <ul style="list-style-type: none"> • Supervise and provide comments to the consulting firm (SNV) in developing the supply chain strategy and suitable business models for Hoa Binh and participate trial activities • Review and provide comments and participate testing informed choice catalogue and sales and marketing toolkits for service providers developed by SNV. • Provide support to Hoa Binh CPM in implementing the supply chain strategy and plan • Provide support for Hoa Binh CPM in capacity building for sale agents and one stop shop owners. • Advice and supervise the capacity building firm for rural sanitation on the development and roll-out of capacity building plan and curriculum for sanitation marketing/supply chain actors 	<p>10</p> <p>10</p> <p>15</p> <p>15</p> <p>10</p>	<p>Comments on strategy and business model development plan. BTORs for participating trial activities</p> <p>Comments on marketing toolkit and training package.</p> <p>Plan, BTORs, notes, reports</p> <p>Hoa Binh training/coaching plan, agenda and reports/ppts</p> <p>Comments on roll-out plan for capacity building for supply chain actors</p>	<p>Sep –Dec 2014</p> <p>Sep – Dec 2014</p> <p>Dec 2014-Jun 2015</p> <p>Dec 2014-Jun 2015</p> <p>Oct 2014-Jun 2015</p>
<p>II: Provide technical support in development and implementation of a supply chain development strategy and sanitation marketing toolkit for Mekong provinces (50 days)</p> <ul style="list-style-type: none"> • Supervise and provide comments to the consulting firm, in developing business models and supply chain 	<p>12</p>	<p>Comments for draft document. BTORs for participating trial activities</p>	<p>Oct 2014 – Jan 2014</p>

<p>strategy for Mekong area based on the business model brief being developed; participate trial activities.</p> <ul style="list-style-type: none"> • Review and provide comments and participate testing informed choice catalogue; sales and marketing toolkits for service providers developed by a Consulting Team which will be recruited soon for this assignment. • Supervise preparation and participate the training courses on handing over the sanitation marketing strategy and tools, training manuals for VIHEMA, WB6 CPMU and CPM of 7 provinces • On the job training for the consulting firm selected by WB6 CPMU and CPM of some selected provinces for facilitating business development and operation as requested. • Provide support for other related task as needed. 	12	Comments on marketing toolkits and training package.	Nov 2014 –Jan 2015
	5	Comments on Agenda, training curriculum; hand-over note	Jan –Mar 2015
	10	Plan, TORs, notes, reports,	Feb – Jun 2015
	11		Jan – Jun 2015
Total	100 days		

D. SPECIFIC INPUTS TO BE PRESENTED BY THE CLIENT

WSP will provide background documentation as required, feedback on all deliverables in a timely manner, and will facilitate contacts with stakeholders as required. WSP will provide support for mission travel as required.

E. SPECIAL TERMS & CONDITIONS / SPECIFIC CRITERIA

Timing/Assignment Duration

The consultant will be recruited for up to 100 days from September 15th, 2014 to June 30th, 2015 (and can be extended upon good performance).

Reporting

The consultant will work directly with the WSP Vietnam Country team, VIHEMA, Hoa Binh CPM, their clients, and their related consultants. The consultant will report to the WSP's Task Team Leader for

Scaling-Up Rural Sanitation TA. He/she will also collaborate closely with the Sr. Regional Water Supply and Sanitation Specialist, the Principle Regional Team Leader and other HQ- WSP staff working on rural sanitation.

Payment Schedule

The assignment will be remunerated on a time plus expenses basis and on delivery and acceptance by the Task Team Leader of the outputs, as per the normal procedures of the World Bank and in line with project cost norms for consultants.

Required Qualifications and Experience

- Minimum of Masters level degree in relevant field, such as marketing, business development or economics, and at least five years of relevant experience.
- At least eight years of proven and successful experience conducting supply chain analysis and business development within rural contexts, experience utilizing the information to inform program design.
- At least three year experience in providing hands-on support and training to SME sector in business development, marketing;
- Experience in fostering relationships between government and business/private sector community; Familiarity with the water, sanitation, and hygiene sector in Vietnam highly desirable.
- Ability to effectively and respectfully working with a team of professionals with different cultural and sector backgrounds, and stakeholders from both public and private sector;
- Excellent verbal and written English communication skills and computer skills (MS Word, MS Excel, MS Power Point, etc).