



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

**PROJECT PROCUREMENT STRATEGY FOR DEVELOPMENT  
(PPSD)**

FOR

**SAFER ROAD FOR SOCIAL AND ECONOMIC INTEGRATION  
PROJECT IN MOZAMBIQUE  
(P174639)**

Multi-Phase Programmatic Approach Project  
**PHASE 1**

**February 2023**

## ABBREVIATIONS AND ACRONYMS

ANE	National Road Administration ( <i>Administração Nacional de Estradas</i> )
ESF	Environmental and social framework
GBV	Gender-based Violence
GDP	Gross Domestic Product
GoM	Government of Mozambique
IDA	International Development Association
IFRDP	Integrated Feeder Road Development Project
ILO	International Labor Organization
INATRO	National Institute of Land Transport ( <i>Instituto Nacional de Transportes Rodoviários</i> )
IPF	Investment Project Financing
MOPWWR	Ministry of Public Works and Water Resources
MTC	Ministry of Transport and Communication
MPA	Multiphase Programmatic Approach
OPBRC	Output- and performance-based road contracts
PDO	Project Development Objective
PIU	Project Implementation Unit
PPP	Public-private partnership
PPSD	Project procurement strategy for development
SATCP	Southern Africa Trade and Connectivity Project
SDG	Sustainable Development Goal
SEA	Sexual exploitation and abuse
SH	Sexual harassment
SRSEIP	Safer Roads for Social and Economic Integration Project

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## 1 Project Overview

<b>Country:</b>	<b>Republic of Mozambique</b>
<b>Full Project Name:</b>	<b>Safer Road for Social and Economic Integration Project in Mozambique - Phase 1</b>
<b>Total Finance (US\$):</b>	<b>850m (In three phases)</b>
<b>Project Number:</b>	<b>P174639</b>
<b>Summary of Project Development Objectives</b>	The Project Development Objective (PDO) is to improve road connectivity, safety, climate resilience, and accessibility to jobs and socio-economic opportunities along the North South N1 corridor.

The *Multi-Phase Programmatic Approach Project* has five components:

## 1.1 Project Financing by Component for Phase I:

### Table 1: MPA Budget Breakdown by Component

MPA: Safer Roads for Socio-Economic Integration in Mozambique			
Project Financing Phase 1			
Project Components	IDA Financing (US\$, ml) 100%	Counterpart Financing (US\$, ml) 0%	Total Financing (US\$, ml) 100%
<b>Component 1: Safe and Resilient Road Connectivity</b>	356.86	0.00	356.86
Preparation of concept designs and supervision for OPBRC civil works	27.40	0.00	27.40
Road safety audit services for MPA priority sections	2.00	0.00	2.00
OPBRC civil works (including 15% contingencies and RAP Implementation Support)	295.66	0.00	295.66
Preparation of high crash risk improvement program, detailed designs and supervision	4.80	0.00	4.80
High crash risk improvement civil works	25.00	0.00	25.00
Safe school program designs and civil works	2.00	0.00	2.00
<b>Component 2: Community Engagement and Women Empowerment</b>	6.80	0.00	6.80
Gender analysis and development of Gender Action Plan	0.40	0.00	0.40
Preparation of feeder road maintenance packages and implementation support	1.50	0.00	1.50
Implementation of community based pilots and economic empowerment activities	4.50	0.00	4.50
Adaptation of community mobilization strategy	0.40	0.00	0.40
<b>Component 3: Improved Road Safety Management</b>	9.80	0.00	9.80
Road safety technical assistance to MTC/INATRO	2.50	0.00	2.50
Development and installation of crash database	1.00	0.00	1.00
Organizational review of INATRO	0.15	0.00	0.15
Motorization management diagnostic study	0.80	0.00	0.80
Diagnostic review of inter-city public bus operations	1.00	0.00	1.00
Preparation and implementation of post-crash response pilot	1.00	0.00	1.00
Financing of other RS priority activities to be defined by diagnostic studies	3.35	0.00	3.35
<b>Component 4: Institutional Development and Project Management</b>	26.54	0.00	26.54
SEA/SH/GBV prevention and management third party service provider	6.00	0.00	6.00
SEA/SH/GBV prevention and management third party monitoring	1.50	0.00	1.50
ESF system assessment	0.20	0.00	0.20
Preparation of climate resilient design manuals	0.50	0.00	0.50
Preparation of new road bill and of auxiliary surveys and studies	1.10	0.00	1.10
Review of PPP framework in the road sector and preparation of PPP feasibility roadmap	0.80	0.00	0.80
Development of primary network tolling strategy	0.50	0.00	0.50
Institutional improvement and capacity building of procurement and contract management of ANE	0.30	0.00	0.30
Weighbridge system analysis and update	1.00	0.00	1.00
Capacity building of RF/ANE and preparation of future phases/projects	7.64	0.00	7.64
Operating costs, goods, training, audit of project accounts	7.00	0.00	7.00
<b>Component 5: Contingent Emergency Response</b>	0.00	0.00	0.00
<b>Total Financing</b>	<b>400.00</b>	<b>0.00</b>	<b>400.00</b>

## **Proposed Development Objective(s) and Components**

The Multi-Phase Programmatic Approach (MPA) Project has five components: i) **Safe and Resilient Road Connectivity**; ii) **Community Engagement and Women Empowerment**; iii) **Improved Road Safety Management**; iv) **Institutional Development and Project Management**; v) **Contingency and Emergency Response**.

The program areas are defined as priority sections of N1 North-South corridor in the Republic of Mozambique. The North South national road corridor is critical for the development and integration of the fragile northern provinces with the rest of the country. The N1 is the main corridor linking the poorest and most isolated regions in the North of the country to Maputo and the South. Investments in this corridor have been short-sighted, fragmented and reactive in the past, while investment priority was mainly granted to the international east-west corridors transshipping freight from the Mozambican ports to the neighbouring countries. There has been sporadic interest from the development partners to address damages in the aftermath of major climatic events like cyclones or to rehabilitate limited sections in very poor condition.

An MPA approach will provide the opportunity for rolling out an integrated and long-term engagement, that gradually evolves the way in which road programs are developed in the country. Building upon the achievements of each phase the program will address in a holistic manner the connectivity needs along the corridor, create social inclusion and economic empowerment opportunities for the beneficiary communities and support institutional strengthening initiatives to guarantee the sustainability of the road sector within a given fiscal framework

The MPA will support government's programs aimed at gradually moving towards managing the paved national network under the Output and Performance-Based Road Contract modality (OPBRC) and improving road safety, network resilience, and creating jobs through community-based road maintenance works. This MPA will be delivered over three (3) simultaneous overlapping operations spread over 3 IDA cycles. The total cost of three operations under this MPA is \$ 850m IDA Grants, with the first phase costing \$ 400m IDA grant.

### **1.2 Project Beneficiaries**

The project will provide support in the following areas:

1. **Infrastructure Design and Construction:** The project will prepare road rehabilitation designs that incorporate improved road safety aspects and increased climate resilience. The sections of road will be packaged in OPBRC lots that incorporate detailed design, construction and extended maintenance horizons into each contract. A program of improvements for high crash risk locations for the entire length of the N1 will be implemented. All schools in the vicinity of the N1 will benefit from small engineering works, such as fencing, speed calming measures, installation of road signs, as well as the training of students in road safety considerations.
2. **Community Engagement and Women Empowerment:** The project will undertake community and gender studies in order to identify methods for skills training and community mobilization aimed at making women less vulnerable to SEA/SH/GBV. The project will support the development of women's self-help groups and propose pilot projects to enhance community engagement and women empowerment. Over time the project will develop and implement mechanisms to facilitate women-led road maintenance of feeder roads and other transport-oriented microenterprises.
3. **Development of Improved Road Safety Management:** This component will finance: necessary technical assistance at MTC and INATRO to help the government achieve SDG 3.6 (decrease the number of road crash fatalities by 50 percent by 2030); the development and installation of a traffic accident database; an organizational review of INATRO; a motorization management diagnostic study; a diagnostic review of intercity bus operations; an analysis of PPP options to attract private sector financing to improve long-distance bus service; and the preparation and implementation of a post-crash response pilot along the N1 corridor jointly with the Ministry of Health and other relevant stakeholders. This component will also have an unallocated amount reserved for other road safety priority needs as recommended in various diagnostic studies through this proposed project, the IFRDP, and the Southern Africa Trade and Connectivity Project (SATCP) (P164847). In addition, this component will aim to tackle entry barriers to greater numbers of females enjoying professional employment in the transport sector and will finance activities aimed at increasing female representation in ANE and INATRO.
4. **Institutional Development for Project Management, Environmental and Social Safeguarding and Climate Resilience:** This component will finance institutional development, capacity building, and project management costs. Consulting services and technical assistance activities will include: (i)



improvement of the results-based management and reporting framework for ANE, support for the design and adoption of user satisfaction surveys; (ii) third-party GBV/SEA/SH prevention and management service provider; third-party GBV/SEA/SH monitoring; environmental and social system assessment at ANE; enhancement of the capacity of service providers; (iii) preparation of additional climate-resilient design manuals; (iv) preparation of a new road bill, including auxiliary stakeholder surveys, public consultations, and studies; (v) the review of road sector financing and operationalization of the road map for PPP, including increasing ANE capacity in procurement and contract management; (vi) development of a primary network tolling strategy; (vii) assessment and update of the current weighbridge system; (viii) capacity building for the Road Fund and ANE and preparation of future phases of the MPA program; and (ix) project operating costs, goods, training, and audits of project accounts.

5. **Contingent Emergency Response:** The project will facilitate the rapid financing of emergency needs through the reallocation of uncommitted funds under the project.

### 1.3 Choice of OPBRC Approach

The project will adopt the Output and Performance-Based Road Contract approach generally referred to by the acronym OPBRC. This approach combines the detailed design work, the construction implementation and an extended period of maintenance into one contract. The OPBRC contract identifies the standards that are to be used in the design process and the minimum level-of-service conditions that are expected to be maintained during the maintenance period. Contractors tender on the basis of a concept design provided in the bidding document but they are also expected to undertake considerable survey work as part of the bidding process in order to fully understand the technical challenges that the terrain and the available construction materials will present. The OPBRC bid price is effectively a lump-sum which covers the three tasks mentioned above. There is no remeasurement except for emergency works or additional works that might be included after the award of contract. Alterations to the bid price are generally restricted to those issues that could not be identified or anticipated at the time of tender. It should be noted that this transfers considerable additional risk to the contractor as s/he is paid for outputs rather than measured inputs.

The inclusion of relatively long-term maintenance periods in the OPBRC contract helps to reinforce the importance of good design and construction work. Failures in design or construction would be expected to surface before the end of the maintenance period which is typically ten years.

Hence, the contract automatically brings pressure on the contractor to work diligently in order that s/he is not faced with expensive repairs to be completed during the maintenance period. The security that comes from this extended maintenance period and the use of level-of-service standards also allows the client and the financing agency to have a greater level of confidence that the road will perform according to expectations. The user-oriented mandate of ANE-IP makes OPBRC an ideal mechanism for achieving their aims.

Another facet of the OPBRC approach is the potential for innovative thinking and solutions that might satisfy the contract requirements in a more efficient way. Contractors tend to have their own preferences and skill-sets that might lead them to adopt solutions that are appropriate to their own way of doing things. This combination of freedom to design according to the contractor's capacity together with the freedom to innovate for more efficient solutions is intended to benefit the client in both cost and quality.

Given that the contractor has much greater responsibility for the longer-term results under the OPBRC contract, a change of focus is also applied for the supervision consultant. Under OPBRC the consultant is normally referred to as a monitoring consultant. The team for monitoring is normally reduced in size and scope of work but will contain highly experienced staff who are expected to identify issues and shortcomings in the designs and works without the need for an extensive team of technicians supervising every move. Following on from this, the relationship between the contractor and the consultant can avoid the conflict that often arises under conventional contracts and should embrace a highly cooperative approach that identifies and resolves issues before they are built into the final works. A direct result of this should be that the consultant aims to avoid holding back the contractor with approvals for many stages of the process. This should lead to a contractor who is only limited by his own construction capacity. Time savings from OPBRC contracts are intended to benefit the client and the contractor. Despite frequent references to cost savings, OPBRC contracts do not always lead to reduced costs. Over time it is expected that contractors will become more confident in their ability to deliver at certain costs but cost savings should not be expected in the early years of the OPBRC approach.

The potential for OPBRC to resolve many of the difficulties encountered under conventional contracting approaches makes it an attractive choice. The points made above reflect an ideal approach under OPBRC. Misunderstandings and conflicts can still arise if one or more of the parties are not sufficiently knowledgeable regarding the responsibilities and objectives. The Mozambican Road agency, ANE-IP, has been applying OPBRC for some years now and it is expected that the skills gained in the sector to date will allow the tenders under the MPA Project to be successfully concluded with potential advantages in both time and the quality of the outcome.

## 2 Overview of Country, Borrower and Marketplace

### 2.1 Operational Context

The MPA will support improvement of the N1 North South corridor, which is one of the key road links in the country and the most important infrastructure need by the GOM to unlock development potential in central and northern Mozambique and integrate the isolated provinces with the rest of the country. The MPA's facilitation of inter-regional North-South trade through the rehabilitation of the N1 road corridor and the inclusion of road sections in the fragile conflict affected provinces of Cabo Delgado and Sofala can contribute to poverty reduction and address the underlying causes of fragility and insecurity in northern and central Mozambique. The inclusion of social component addressing the needs of women and implementing a community-based road maintenance program on selected feeder roads in the program areas will also benefit women, youth and other vulnerable members of the community through income generation and skills training.

The beneficiaries of the program includes all users of the corridor, which is a diverse group, including local people living along the N1 program areas, as well as inter-provincial road users, such as large freight companies transporting commerce along the nearly 2,500 km corridor, extractive industries getting their minerals to the ports, farmers and traders transporting agricultural commodities to urban centres and the many SMEs involved in these activities. Over 5 million people are estimated to be connected to the rest of the country and better integrated to the national economy as a result of the proposed program. The total program will create both direct and indirect jobs through construction and maintenance activities and will facilitate enhanced economic activities because of improved transportation services. Road users, including transport service passengers engaged in economic and social activities along the North-South corridor in Mozambique and in neighbouring countries in the north, will benefit from the improved road condition, enhanced regional integration, safer road journeys and the reduction in travel time and operational costs.

### 2.2 Governance aspects

The country remains susceptible to further security concerns, though a return to full-scale civil war is unlikely. Bureaucratic delays in the award of contracts are probable since some procurement will follow a Post Review approach and will consequently require approval from the Administrative Court before any payment is made:

The Governance related challenges/solutions are as follows:

- To maintain a safe and secure working environment for contractors to implement the works. This is particularly relevant to sections in Cabo Delgado but is essential throughout the country;
- To create confidence in bidders that payments through the contracts will be completed in a timely manner;
- To ensure that vehicle overloading on the roads does not prejudice the work during both construction and maintenance. Vehicle overloading can rapidly lead to the deterioration of the road pavement and the subsequent failure of the road;
- To provide for the maintenance of the rehabilitated roads and ensure that this is implemented to the accepted standards. In the longer term the infrastructure will need periodic maintenance (resealing or overlay) at the appropriate point in time in order to extend its effective period of service;
- To ensure that, while the program will enhance transport infrastructure and road access, it does not create unintended consequences for the communities where they operate, including Gender-Based Violence (GBV). Appropriate awareness must be raised to mitigate negative impacts.

### 2.3 Economic Aspects

Mozambique has been dedicating substantial fiscal resources to transport infrastructure development—more than other countries in the region to upgrade its network. The Government allocated on average USD400 million (2 percent of GDP) annually to the road sector from 2010 to 2018. Before the debt crisis, the Government had spent a significant amount of money rehabilitating and upgrading national roads, with a peak of 64 percent of the total spending in the road sector in 2014. As a result of this intensive government investment in upgrading projects, the total length of paved roads increased by 35 percent, from approximately 6,100 km in 2010 to 8,268 km in 2020. These investments led to significant improvements and travel time reductions notably along the East-West corridors. However, investments in the North-South corridor along the N1 have not had the same attention and today, of the total 2,471 km nearly half are in poor condition, across areas of high climate vulnerability, contributing to the economic isolation of the northern provinces of the country. After the debt crisis, available resources diminished to about USD200 million (1 percent of GDP) in 2018.

According to the World Bank analysis, currently available resources are insufficient to provide adequate maintenance for the road network. Under

a constrained budget scenario analysis, approximately USD182 million per year would be needed to achieve maximum net present value from the current paved road network; approximately USD400 million per year for the total road network. With current resources (~USD200 million), it is likely that the road asset value will continue to deteriorate. In order to address this deficit Mozambique needs to: (i) on the one hand, improve the efficiency in the use of the available funds (in terms of prioritization programs, construction methods, contracting modalities etc), and (ii) increase and diversify the sources of revenue over the long run.

## 2.4 Sustainability Aspects

The OPBRC approach includes a long-term maintenance horizon which is expected to help to reduce the potential for short term failures of pavements as has occurred for some sections in the recent past. The pressure brought by the responsibility for longer term maintenance will incline the contractor to pay greater attention to quality control and construction standards. Evidence suggests that the longer the term of maintenance the more pressure is felt to achieve a superior result. Clearly there will be a cut-off point, whereby shorter terms of maintenance will not create sufficient pressure to construct to an adequate quality. Five years is suggested as a minimum term for the maintenance component of the OPBRC contracts.

ANE and the Road Fund (FE) recognise the need to prioritise periodic maintenance (reseal or overlay) to prevent medium term failure. A reseal on a DBST surface in its eighth year is typical. This should be programmed and implemented at the right point in time regardless of the appearance of the road. The addition of the reseal will greatly extend the life of the road surface if implemented at the right time. Too late and the road will deteriorate regardless of the reseal. Economists and engineers can demonstrate that the periodic maintenance of paved roads brings one of the highest levels of economic returns of any activity in the road sector.

## 2.5 Technological Aspects

The program areas are defined as the sections of N1 road corridor of Mozambique. This corridor is the key to Mozambique's North-South connectivity: N1 is the longest and most important Mozambican highway running parallel to the Indian Ocean connecting the southern province of Maputo to the most northern province of Cabo Delgado. It is 2471 km long, crossing eight provinces (Maputo, Gaza, Inhambane, Manica, Sofala, Zambezia, Nampula and Cabo Delgado), connecting some of the most populated areas of the nation (the main cities of Maputo, Beira and

Nampula) and six provincial capitals, namely: Maputo, Xai-Xai, Maxixe/Inhambane, Nicoadala/Quelimane, Nampula and Pemba. The N1 corridor also links up to four major international (east-west) road and rail corridors, namely the N4 from the Port of Maputo to South Africa (Johannesburg), the N6/N7 from the Port of Beira to the hinterland of Zimbabwe, Zambia, Malawi and Democratic Republic of Congo, the N11 from the Port of Quelimane to Malawi / Zambia and the N13 from the Port of Nacala to Malawi / Zambia.

**Prioritization and phasing of program roads:** During the preparation of the proposed program, the N1 corridor was inspected and a rapid inventory and condition survey was carried out in October 2021. According to the survey results (presented in more details in Annex 3), approximately 40 percent (1,053 km) of N1 corridor is in a poor condition and requires major rehabilitation. The proximity of the N1 to the Indian Ocean and its increasing exposure to tropical storms and cyclones has negatively impacted accessibility on some sections of the N1, cutting off fragile regions, impacting logistics, commodities prices, access to health and education services as well as impeding humanitarian relief and post disaster recovery efforts. The very poor condition of some of these road sections means that they can no longer be maintained and require urgent rehabilitation and/or reconstruction including replacement of some bridges. Further investigations will be carried out during concept design stages.

**Proposed contractual modality:** The proposed investment and maintenance work under MPA will be delivered through OPBRC. As mentioned above, OPBRC is different from traditional ad-measurement civil works contracts insofar as the Contractor takes on responsibility for specific outcomes or results defined in the contract, by agreeing to meet predefined "Service Levels" that are specified by the Employer. During the bidding process, contractors will compete by proposing fixed lump-sum prices for assuring pre-defined Service Levels on the roads, during a 10-year period. Besides the rehabilitation and improvement works, OPBRC will also address routine maintenance and periodic maintenance cycle towards the end of the OPBRC. Under OPBRC the Contractors will not be paid directly for "inputs" or physical works, but rather on the basis of outputs (per km road improvement / rehabilitation) and outcomes (achievement of service levels over the performance period). The detailed design will be prepared by the Contractor, hence transferring some of the risks to the contractor. Basic concept designs will be prepared by the Employer/ANE to ensure that

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<sup>1</sup> As a result of cyclone Gombe (March 2022), the N1 between Nicoadala and Namacura was closed for 4 days for light vehicles, and 6 days for heavy vehicles.

minimum design standards are adhered to and bids are prepared on equal terms (are comparable).

## 2.6 Technical Challenges

A number of problems that have occurred on previous N1 rehabilitation projects have been related to materials availability. Lessons from those projects must be highlighted and the bidding documents must include orientation of the bidders to provide durable solutions that overcome the previous issues. In particular, the decisions that are made regarding the road pavement materials will be critical to a successful result.

**Maintenance of Adjacent Feeder Roads:** Many rural road maintenance systems have been tried over the preceding decades. These have included the lengthman approach, the area-based maintenance system and also OPBRC among others. A key aspect in developing a maintenance system for feeder roads will be achieving the maintenance of access despite the increasing impact of heavy rain and flooding brought about by the changing climate and the impact of increasing population on land use in catchment areas. Ideally a system needs to be capable of delivering minor repairs to bridges and smaller drainage structures in order to reduce the occurrence of loss of access through failure of such structures.

## 2.7 Regulatory Challenges

Vehicle overloading in Mozambique is a serious risk to the longevity of road infrastructure and a major road safety hazard. Weights and cargo combinations of motor vehicles is regulated by Decree 14/2008 of 25 June 2008, issued by the Council of Ministers. Vehicle loading is controlled through the establishment of fixed and portable weighbridges in the country, managed by ANE, IP. Of the 15 fixed weighbridges, 7 are located on the N1 corridor. An additional 2 fixed weighbridges are being constructed on the N1, at Lurio River in Cabo Delgado and on the north bank of Save River in Sofala. Evidence from ANE as well as from a Vehicle Load Monitoring (VLM) survey done in 2016 suggests that the incidence of vehicle overloading has reduced from over 30 percent in the early 2000s to less than 20 percent in 2020, albeit still very high. The Government is seeking further support to modernize the weighbridge equipment with automated systems to minimize the human factor as well as to allow for remote operations.

The MPA is proposed to finance the preparation and support the enactment, and execution of a new Road Bill (Act). The Road Bill will cover: definitions; road management; road classification, ownership, public versus private

roads; road asset conservation and management; climate resilient road construction, improvement and maintenance works; road safety based on principles of Safe System Approach and in line with UN Road Safety Pillars; road use, road access and road restrictions; financial provisions for road management; offences, penalties and recoveries; etc. This is a comprehensive undertaking that would require careful considerations of the entire road network planning, financing, management, and execution and the long-term nature of the MPA framework will be an ideal instrument.

## 2.8 Personnel/Cultural Challenges

The mobilisation of international staff by large contractors and the use of a largely migrant workforce can bring with it significant challenges in ensuring the harmonious interaction between the various contributors to infrastructure development and their host communities. Managing cultural differences and expectations for a large community with differing needs and traditions can be a considerable challenge.

Contractors will be expected to comply with all GBV/SEA/SH clauses in the construction contracts. The contractors and consultants will need to develop codes of conduct for all staff, communicate the key behavioural expectations outlined in those documents and maintain regular meetings with all stakeholders in order to identify issues before they pass the threshold and become problems or incidents. Codes of conduct must be translated into appropriate languages and be signed by the individuals employed on the project such that the room for misunderstandings is ruled out.

A grievance redress mechanism will be essential in allowing voices to be heard in an appropriate manner. All of this will be aimed at minimising the potential for incidents that might impact on the delivery of the much-needed infrastructure.

### **Key conclusions**

As a large country in great need of improved infrastructure, Mozambique will benefit from the realisation of the objectives of this project. The conditions for implementing the project are in place and the challenges can be overcome through careful consideration of the broader environment in which the project will operate.

## 2.9 Summary of PESTLE Analysis



A Political, Economic, Social, Technological, Legal and Environmental (PESTLE) analysis was used to assess the operating and business environmental influences and how they directly or indirectly influence and shape a market. The key findings from the PESTLE analysis are as follows:

**Table 2: PESTLE Analysis**

<b>Context</b>	<b>Factor</b>	<b>Opportunity and Threat</b>
<b>Political</b>	<b>Government Support</b>	There is strong multi-party political support for improvements to the N1 hence there is low risk of the loss of political support.
	<b>Prioritization</b>	The damaged sections of the N1 that are in poor condition are a major concern to the Government. Strong criticism of GOM policy would be noted if the N1 was not a focus of attention for infrastructure investment.
	<b>National Security</b>	The N1 is considered to have high strategic importance when considering national security. The sections in Cabo Delgado in particular will help to re-establish normality after the recent local conflict situation.
	<b>National Unity</b>	Having the full length of the N1 in good or fair condition is an important consideration for national unity. Neglected sections would lead those areas of the country to feel forgotten by central government.
<b>Economic</b>	<b>Regional Development</b>	The N1 is a major driver of economic development. Keeping the N1 road in acceptable condition is critical in the support of local, national and regional economic growth. A major component of the traffic blend are heavy goods vehicles and large buses. Vehicle operating costs for these vehicles have a direct impact on transport pricing.
		The N1 in good condition provides a significant economic boost to local and national suppliers and can provide considerable stimulus to local economies alongside the road.
	<b>Affordable transport</b>	The N1 as a transport corridor is the only accessible means of travel between provinces and to the capital city for the vast majority of Mozambicans. Air transport is outside of the

Context	Factor	Opportunity and Threat
		financial capacity of the majority of the country's population.
	<b>Essential Supply Chain Infrastructure</b>	The increasing population growth in urban centers in the country require that food and other produce is efficiently and economically transported from rural areas. The N1 provides the infrastructure required to transport agricultural production to urban centers and distribute farm inputs to rural areas.
	<b>Capacity Development</b>	The adoption of the OPBRC approach will mean that financial capacity and previous experience requirements for bidders will lead to the exclusion of all domestic contracting companies from the bidding process. Inclusion of some local companies through sub-contracting arrangements may help to increase the national input to these works. Ultimately, the lack of any long-term plan to bring domestic contractors up to a level where future contracts for such works are accessible will be considered a failure from the perspective of the domestic construction market.
<b>Social</b>	<b>Equity of Investment</b>	As mentioned above, the unity of the country is supported by the equitable distribution of investment to all regions. Directing infrastructure investment to the upkeep of this critical transport corridor is a visible indicator that government is acting in the interest of all its citizens.
	<b>Health and wellbeing</b>	The N1 is the most important supply and distribution route for goods and medicines, particularly considering that these are frequently dispatched from Maputo at the southern limits of the country.
	<b>Facilitation of Social Participation</b>	The reverse of the previous note is also true. The N1 provides access from the provinces to the capital city and the regional capitals of Beira and Nampula. Higher education establishments are generally based in the major cities. Many residents in these cities have arrived from rural areas and frequently

Context	Factor	Opportunity and Threat
		return for family visits. This is particularly true for labor working in the mining sector in South Africa as they return with loaded vehicles during their annual leave.
	<b>Employment Generation</b>	The construction contracts proposed as part of this project will have a positive impact for the creation of employment and business opportunities both local to the construction activities and at regional hubs where company procurement and support services might be based.
	<b>Opening Up/Post Pandemic</b>	Mozambique has high potential as a tourist destination. The development of this potential could be greatly supported if road conditions along the major transport corridors are maintained at an acceptable level. In particular, the overland tourist market for private family travel and larger organized group tours may struggle to develop if the N1 and connected trunk roads do not gain sufficient investment. The tourism sector has been severely hit by Covid-19 and by perceived security issues in recent years.
<b>Technology</b>	<b>Results Orientated</b>	The adoption of performance-based contracts (OPBRC) in this project with long maintenance periods (10 years) will help to guarantee a significantly long horizon for the maintenance of the roads in good or fair condition. Durability has been an issue for previous rehabilitation works that did not incorporate extended maintenance periods.
	<b>Extending the Reach to Adjacent Stakeholders</b>	Through the project, support will be provided to the development of maintenance capacity at local community level for minor rural roads connected to the N1 or in the vicinity of the works sections. This is expected to increase the zone of impact for the benefits that accrue to affected communities.
	<b>Future Maintenance Capacity</b>	The road agencies in Mozambique are currently heavily dependent on external contractors for sealed road provision. As a minimum objective, the development of domestic capacity for periodic maintenance

Context	Factor	Opportunity and Threat
		in parallel with such projects should be considered. In a broader sense, the exclusive use of internationally owned contractors reduces the beneficial results of public capital investment projects and misses the opportunity to attain longer term locally based capacity development beyond the actual infrastructure itself.
<b>Legal</b>	<b>Immigration</b>	Such infrastructure construction projects will require skilled staff that may not be available in the local or national setting. The authorization for firms to bring such specialists while being restricted with respect to other lesser skilled staff requires clear presentation of the rules and regulations prior to bidding in order that difficulties are avoided.
	<b>Compensation to Project Affected People</b>	The responsibilities of the parties to the contract with respect to compensation of project affected persons must be clearly elaborated in the bidding documents. The preparation of Resettlement Action Plans (RAPs) and the mechanisms for the payment of compensation can lead to significant delays if teams are unprepared.
	<b>Compliance with Local Laws and Regulation</b>	Contractors will be required to comply with labor laws and Health and Safety Regulations. Clear reference to all the appropriate laws and institutional responsibilities should be outlined in the bidding documents. Further, the contractor will be responsible for management of his plant and equipment for the duration of the contract. The development of adequately safe practices for traffic management will be critical to avoiding accidents and loss of life from misuse.
	<b>Load Control</b>	The successful contractors will naturally be concerned regarding the control of overloading on newly constructed sections of road. The risk for the contractor from overloaded heavy goods vehicles using the newly constructed road is a very real concern. The extent to which a contractor can manage traffic along the road during construction

Context	Factor	Opportunity and Threat
		needs to be clearly laid out in the bidding documents.
<b>Environment</b>	<b>Flood Risk</b>	The N1 tends to run parallel with the coastline of Mozambique. This means that most sections of the road will have a number of major river crossings with susceptibility to flood damage in a changing climate scenario. The risk of flooding that exceeds the normally anticipated flood levels is becoming a greater concern as recent cyclones have shown us. Some recent improvements have been made to the ANE suite of design documents but more remains to be done. Lessons on the most appropriate types of crossing structures are still being learnt and documented. The client is advised to clarify his expectations in the bidding document so that the intended transfer of risk to the contractor is done in an open and transparent manner.
	<b>Environmental Legislation</b>	The contractor is expected to comply with all environmental protection laws. Methods for the control of potential damage from hazardous practices and materials is to be developed by the contractor in his/her Environmental and Social Management Plans (eSMPs). It should be made clear that relevant laws will be applied, and the fines or steps required to resolve damage to the environment must be completed.
	<b>Increased Beneficial Impact through Peripheral Works</b>	The presence of heavy plant and construction teams in often remote environments presents an opportunity for environmental improvements to be incorporated into the works. These may include efforts to reduce runoff from barren catchments through tree planting and the incorporation of catchment management through landscaping and accepted environmentally beneficial techniques. The potential for contractors to implement such improvements, which may be beneficial in reducing excessive flooding and could provide communities with improvements to their surroundings, could be

Context	Factor	Opportunity and Threat
		explored through the development of local stakeholder engagement clauses.
		The development in recent years of solar street lighting provides the opportunity for communities to benefit from such investment at selected locations. Villages, towns and urban sections of the road and major junctions should be identified during concept design for such potential improvements.
		The provision of facilities to provide safe and environmentally controlled rest points for drivers and others engaged in long distance road transport should be considered under the project. Such installations would help to reduce the negative impact of drivers randomly parking vehicles overnight.

### 3 Client Capability and PIU Assessment

#### 3.1 Experience

Recent projects such as the IDA funded IFRDP have helped to create a small team of professionals within ANE who have gained significant experience of delivering infrastructure under World Bank funding and conditions. A dedicated Project Implementation Unit (PIU) has been established within ANE which will focus exclusively on the World Bank projects that impact on the road sector. This PIU currently covers the IFRDP, the SATCP and the MPA (SRSEIP). The staff allocated to this PIU are recognised as being some of the most experienced employed by ANE. A similar PIU will be established in the MTC which will provide similar implementation management for the relevant activities.

The major works under the MPA are to be implemented following the Output and Performance-Based Road Contract (OPBRC) approach. In recent years, ANE has managed OPBRC works in the province of Gaza. These works were initiated in response to climate emergencies and were also financed by WB. Four sections of road were rehabilitated following extensive damage from flooding. A concept design was prepared and four civil works contracts were then tendered for repair and rehabilitation works on sections of the N220, N221, R859 and the R452. These contracts omitted the longer-term maintenance normally expected with OPBRC projects as they included

Design and Build only. Initial difficulties were encountered due to the lack of familiarity with OPBRC contract forms. This shortcoming extended to the consultants and the contractors who also exhibited an initial lack of understanding of the expectations of OPBRC largely due to the lack of experience. Despite some delays, these works were successfully implemented. The learning curve has now been traversed and the road sector actors at the appropriate level are now generally aware of the particularities of OPBRC. ANE has an ongoing OPBRC contract under the IFRDP that covers the rehabilitation and improvement of the N10/N1 from Quelimane to Namacurra (68km).

Hence, the combined experience now available within ANE and the pool of service providers is sufficient to raise the expectation that successful implementation of performance-based road infrastructure contracts is achievable. Despite this, ANE intends to include the recruitment of an experienced Procurement Specialist and two procurement officers to reinforce the PIU for an initial period of two years with the objective of reducing the workload on the existing staff which will help to reduce delays in processing procurement issues. Funding for these positions will come from the IFRDP budget. MTC also plan to recruit a procurement specialist to help support their procurement activities. In this case, funding will be made available under Component 3 of the MPA.

### 3.1.1 Contract management capability and capacity

ANE and MTC further anticipate the need to hire additional staff to support the project through the implementation period. This will include technical, environmental and social oversight of civil works and road safety activities. The following specialists will be hired among others:

#### ANE - PIU Headquarter Level:

- One Environmental Specialist;
- One Social/ Resettlement Specialist;
- One GBV/SEA/SH Expert;
- One Senior Highway Engineer;
- One Road Safety Expert; and
- One Drainage/ Bridges Engineer.

#### ANE - PIU Provincial Level:

- One Environmental Specialist – each per province;
- One Social/ Resettlement Specialist – each per province;
- One GBV/SEA/SH Expert – each per province; and

- One Occupational Health and Safety (OHS) Officer – each per province.

#### MTC - PIU Headquarter Level:

- One Data Base Specialist-Safety (development of a centralized Database for the collection of road safety statistics);
- One Road Safety Training Specialist (development of road safety training at schools and community);
- One Road Safety Infrastructure Development Expert (parking areas, training deport, vehicle inspection deport);
- One Communication Specialist (production and management of road safety campaigns).

#### MTC – Short Term:

- One Road Safety Training Specialist (capacity development of enforcement officials);
- One Road Safety Training Specialist (technical inspection of vehicles and driver training);
- One Road Safety Specialist with emphasis on policy development (safety policy).

In order to improve, enhance the project monitoring, transparency, social accountability and supervision of the works to be implemented in all targeted provincial roads, an innovative system with a mechanism for collecting data and images of infrastructures being constructed or finished will be implemented together with a mechanism for analysing images and data collected in real time using smartphones or drones with appropriate software.

Vehicles as well as computer equipment, software and other accessories will be made available for the project team.

#### 3.1.2 Complaints management and dispute resolution systems

In terms of procurement, the complaints management and dispute resolution systems stated in the Mozambique Procurement Regulation, Decree 5/2016 of March 8, 2016, will be followed and complemented by the project-specific overall grievance and redress mechanism that will be established.

The capacity of national and local institutions involved in the implementation of the project will be strengthened through project activities with that objective. Implementation will also rely on partnerships



with local organizations and firms. The project will have a Project Operational Manual and will specify the instruments to be used per activity.

## **Key conclusions**

The PIU within ANE is considered to possess the broad capabilities required to achieve the goals of the project. The recruitment of additional staff outlined above and the further training that will be accessed through the project budget are expected to provide the necessary additional support that will reinforce implementation capacity in the relevant institutions.

ANE and RF will take responsibility for the management and performance of its contracts unless such work is considered very specialized. However, where there is a requirement for specialised skills, ANE will seek to recruit and develop such skills and competencies around procurement and contract management. It should be noted that ANE has a Contract Management department which provides technical support for managing current contracts.

It is acknowledged that further training will be necessary for staff at various levels throughout the implementation of the MPA. Training in WB Procurement regulations will be an important part of the project capacity building program. Certain other training activities are dependant upon the outcome of the studies that aim to identify appropriate interventions. For example, under the feeder roads maintenance work in Component 2 there is likely to be a requirement for training of community members in road construction and maintenance. Details for such training will be identified as the diagnostic tasks are completed. Hence, at this stage, the breakdown of the training budget must await the guidance of those studies.

## **4 Market Analysis**

### **4.1 Market sector dynamics**

The road sections are proposed to be divided into large lots for the bidding process. This will attract relatively large international contractors. The potential to win more than one lot will increase this interest further still. Under these conditions the opportunities for domestic contractors will be limited to junior joint venture partnerships or as sub-contractors.

Post pandemic availability of contractors and consultants is beginning to return to normal levels regarding construction resources (staff and equipment). It is hoped that competition will therefore be strong given the extended period of furlough or even unemployment suffered by many technical staff. On the other hand, companies may take the view that

recovery in the balance sheet needs to happen more quickly leading to higher prices.

## 4.2 Summary of Suppliers

Based on recent tenders launched within the road sector for similar services and OPBRC civil works, the following firms are active in Mozambique and would be expected to express interest in bidding for work under the project:

**Table 3: Consultants**

<b>Consultants Name</b>	<b>Head Office</b>	<b>Previou/RF Experience</b>
AIC Progetti	Italy	Yes
LEA Associates South Asia Pvt. Ltd	India	Yes
TYPSA	Spain	Yes
SARI Consulting Ltd	UK	Yes
SATRA	India	Yes
TNM Limited	Israel	Yes
Gauff	Germany	Yes
Civil & Planning Group	Zimbabwe	Yes
Aarvee Associates	India	Yes
SWMoz SVOSVE	Mozambique	Yes
Prospectiva SA	Portugal	Yes
Soosung Engineering	South Korea	Yes
B.V.I Consulting	South Africa	Yes

<b>Consultants Name</b>	<b>Head Office</b>	<b>Previou/RF Experience</b>
Studi International	Tunisia	Yes
SIPCA Engineering Consultants	Spain	Yes
WAPCOS	India	Yes
BETAR	Portugal	Yes
NIPPON KOEI Co. Ltd	Japan	Yes
Korea Engineering Consultants Corp	South Korea	Yes
Korea Consultants International	South Korea	Yes

**Table 4: Contractors**

<b>Contractors Name</b>	<b>Head Office</b>	<b>Previous ANE/RF Experience</b>
China Henan International Corporation Group	China	Yes
China Railway International Group	China	Yes
SINOHYDRO Corporation	China	Yes
Anhui Foreign Economic Construction Group	China	Yes

<b>Contractors Name</b>	<b>Head Office</b>	<b>Previous ANE/RF Experience</b>
Mota-Engil Engenharia e Construção	Portugal	Yes
China Road and Bridge Corporation	China	Yes
Gabriel Couto	Portugal	Yes
Conduril Engenharia	Portugal	Yes
China State Communication Engineering Corporation Group	China	Yes
W.B.H.O.	South Africa	Yes
China Jiangxi Corporation for International Economic and Technical Cooperation	China	Yes
Posco Engineering and Construction LTD	South Korea	Yes
AFCONS Infraestruturas Ltd	India	Yes
Zhongmei Engineering Group	China	Yes
China Communication Construction Company, Ltd	China	Yes

#### 4.3 Financial

Inflation internationally is noted as a concern as indicators are suggesting a widespread increase in the cost of many commodities including food and fuel. For machine-based works where fuel is a significant component of the cost, these factors will almost certainly trigger some caution among bidders potentially leading to increased costs overall.

As mentioned above, the recent stability in the value of the Metical against the US Dollar is positive and the anticipated restart for the natural gas projects in Cabo Delgado may help to maintain this value.

## 5 Procurement Trends

In the local market, international firms are not barred from open national competitive bidding processes. For low value, low risk assignments, the national and international firms compete on equal terms. Assignments can therefore be won by either national or international firms and there have been good responses from the market. However, for high risk, high value and relatively complex works and consultancies, where the market is approached internationally, in most cases only international firms will meet the technical and financial evaluation and qualification criteria.

The strong institutional experience gained within ANE and from project advisory staff will support the Project teams for all procurement requirements and in the management of contracts with diverse suppliers at national and international level.

Based on the list of contracts identified, the project will prepare a Procurement Plan for clearance by the Bank covering the first 18 months of project implementation. The Procurement Plan will be updated at least annually or as required to reflect the actual project implementation needs and improvement in institutional capacity.

This will be updated during implementation to more fully capture the activities that are not yet defined. Interventions will be further identified following the completion of technical strategic planning, flood mapping and risk planning which will help in identifying the location and design requirements of specific investments.

### **Key Conclusions**

There is no restriction to the participation of international bidders even in open national bidding processes. Several international firms are registered with local offices in Mozambique. Often, foreign companies form a consortium with local companies in order to benefit from their local market knowledge and logistical capabilities. However, given that the N1

rehabilitation works are relatively high value contracts and highly technical consulting services, the international market approach will also be used. The agencies will therefore continue to endeavour to understand and engage with the market in order that the selected procurement approach (national, international and limited) will produce the best results from the specific markets strategically while also ensuring that adequate qualification and evaluation criteria, with appropriate technical specifications (conformance) or adequate performance requirements, commensurate with the type, value and risk of the assignments, are used.

## 6 Procurement Risk Analysis

The key issues and risks concerning procurement for implementation of the project are described in the table below:

**Table 5: Procurement Risk Analysis**

<b>Risk Description</b>	<b>Risk Type</b>	<b>Description of Mitigation</b>	<b>Risk Owner</b>
1. Lack of experience of the new PIU for implementing the project at MTC.	Substantial	<ul style="list-style-type: none"> <li>The PIU at ANE has broad previous experience in similar projects as an implementing agency and will support the newly hired project team through work experience on other programs/projects.</li> <li>Capacity building provided by the World Bank for upskilling the team involved.</li> </ul>	All responsible unit
2. Lack of adherence to procedures due to inadequate understanding of the World Bank Procurement Regulations for IPF Borrowers	Substantial	The Bank will provide constant support to staff to ensure adherence to the Procurement Regulations.	All responsible unit
3. Challenges of bids submission due to COVID-19 movement restrictions imposed by many countries	Substantial	The PIU will closely monitor market trends, and promptly propose more efficient procurement approaches and methods.	All responsible unit

<b>Risk Description</b>	<b>Risk Type</b>	<b>Description of Mitigation</b>	<b>Risk Owner</b>
worldwide.			
4. Ministries/ Agencies coordination in the implementation of the activities may challenge achievement of PDO (definition of roles/responsibilities and communication between them – may make coordination of activities difficult).	Substantial	<ul style="list-style-type: none"> <li>• Establish a steering committee to resolve the overlapping issues and supervise and support the project implementation.</li> <li>• Clear definition of roles and communication mechanism between the parts.</li> </ul>	
5. Delays in the administrative courts.	Substantial	Establish a check list of main concerns during the procurement implementation and monitor the critical phases and the required documentation. In addition, make sure no national supplier or consultant is hired without <i>Cadastro Único</i> .	All responsible unit
6. Bidders deliberately under-bid, hence, reduce quality and manage variation to recover margins. Abnormally high/low bids	Substantial	Utilise the World Bank Procurement Regulations for IPF Borrowers.	All responsible unit
7. Poor planning of projects, contract administration and quality of rehabilitation	Substantial	Improve contract management skills, KPI's to measure the outputs rather than solely the inputs	All responsible unit
8. Variation in scope of	Substantial	Improve specifications, Terms	All responsible unit

<b>Risk Description</b>	<b>Risk Type</b>	<b>Description of Mitigation</b>	<b>Risk Owner</b>
work/market prices after award of contract		of reference and cost modelling projects. Also, improve supplier's engagement	
9. Exchange rate volatility between the US Dollar and Metical	Substantial	Close monitoring of financial markets	All responsible unit
10. Poor transport and storage links in the project relevant Provinces	Substantial	Provide storage facilities in the rehabilitation locations	All responsible unit
11. Supplier collusion and exploitation	Substantial	Improve the marketing of future projects and request attendance at pre bid meetings or at Association of Contractor meetings	All responsible unit

## 7 Procurement Objective

The Procurement Objective is: To take full responsibility for procurement under the Multi-Phase Programmatic Approach Project, by procuring the necessary works, goods and services for its implementation in order to attend the Project's Development Objective; which is to improve safety, resilience, and accessibility to jobs and socio-economic opportunities along the North South N1 corridor.

Ensure timely, transparent and competitive bidding processes at the national and international level and acquire goods and services of good quality that represent good value for money.

## 8 Summary of PPSD to inform the Bank's preparation of the PAD

### 8.1 Recommended Procurement Approach for the Project

#### a. Contract Strategy

Goods, services and civil works will be prepared in economical packages to attract local and foreign bidders who are qualified, can offer good prices



and can demonstrate their ability to complete contracts within stipulated timeframe resulting in good value for money.

Packaging for procurement is decided in such a way that encourages adequate participation and is based on two principal forms of procurement packaging. (i) the grouping (or bulking) of procurement requirements within a procurement category for the purpose of acquiring them under a single contract, and (ii) the division of one requirement into multiple lots, where bidders can submit bids for one, several or all lots (as would be stipulated in the procurement documents), and where a contract could be awarded for each lot.

The following have been taken into account when considering procurement packaging:

- i. The likelihood of local suppliers being able to fulfill the requirements and whether the packaging would limit their participation.
- ii. If the group of requirements are needed (or can be received) simultaneously or whether there are different delivery dates between requirements. Unless the selected supplier can deliver at the various selected delivery intervals, receiving all the goods at one time could result in a potential logistical problem; therefore, under these circumstances it may be preferable not to package the various requirements.
- iii. The availability of several suppliers that can provide a combination of procurement categories as may be required in the case of supply, installation, commissioning and training.
- iv. If the PIU lacks the capacity to coordinate several suppliers, this may create a preference for packaging to reduce the number of suppliers that the PIU would have to coordinate.

**b. Procurement Approaches for the required works, goods, non-consulting and consulting services under the proposed projects**

Based on the project requirements, technical solutions and supply base, procurement strategy for the proposed Project is as follows:

- i. **Works:** Most of the civil works are complex. Therefore, for civil works for Road rehabilitation and maintenance, an international market approach will be adopted with request for bids, single stage bidding or with post-qualification will be used.
- ii. **Goods:** Most of Goods have been packaged into International/National market approach, request for bids, single stage bidding will be used.

- iii. **Non-consulting Services:** Most non-consulting services have been packaged into International/National market approach, request for bids, single stage bidding will be used. Other small requirements such as system for appointment, booking, and management and nonphysical entry points and Printing of Road Safety handbooks and Brochures have been packaged into Limited market approach, Request for Quotations.
- iv. **Consulting Services:** For specialized consulting assignments, consulting services for conceptual designs and construction supervision of Road Rehabilitation and Maintenance works, Open International market approach and Quality and Cost Based Selection (QCBS) will be used. For PIU and other individual consultants will be hired through open and limited Individual Consultant Selection. For less complex consulting assignments Open national market approach will be used.

Additionally, since there may be reduced competition due to COVID, Bid Securing Declaration may be used instead of the bid security, the time for submission of bids/proposal can be extended in competitive national and international procedures, if bidders request an extension and, Direct Selection will also be used under all procurement categories as appropriate, based on technical expertise and previous performance, and financial capacity.

### c. Procurement Thresholds

The table below shows the Thresholds and Procurement Methods to be used under the Project given a risk rating of **Substantial**.

**Table 6: Procurement Thresholds**

Prior-review Thresholds		Thresholds for Procurement Methods							
Procurement Type	Limit for Post Review (\$'000)	Works			Goods, IT & Non-Consulting Services			Shortlist of National Consultants	
		Open International or ICB (\$' M)	Open National or NCB (\$' M)	Request for Quotation or National Shopping (\$' M)	Open international or ICB (\$' M)	Open National or NCB (\$' M)	Request for Quotation or National Shopping (\$' M)	Consulting Services (\$' M)	Engineering & Construction Supervision (\$' M)
Works	10,000								
Goods, IT & Non-Consulting Services	2,000	≥	<	≤	≥	<	≤	<	≤
Consultants (Firms)	1,000	10	10	0.5	2	2	0.2	0.3	0.3
Individual Consultants	300								

### d. Procurement Plan

Based on the list of contracts, which cover the duration of Phase I of the MPA and identified in the tables below, the project will prepare and the Bank will be requested to clear the Procurement Plan which will be updated at least annually or as required, to reflect the actual project implementation needs and improvement in institutional capacity.

**Table 7: List of procurement processes under both ANE and MTC PIUs by Component:**

<b>MPA Component 1: Safe and Resilient Road Connectivity</b>						
<b>No.</b>	<b>Activity Description</b>	<b>Estimated Cost (USD)</b>	<b>Category</b>	<b>Bank Oversight</b>	<b>Procurement Approach/ Competition</b>	<b>Selection Method</b>
1	Rehabilitation and maintenance of N1 road from Inchope – Gorongosa (70 km)	42,817,049	Works	Prior-review	Open International	Request for Bids
2	Rehabilitation and maintenance of N1 road from Gorongosa - Caia Lot 1 (0-84km)	50,434,225	Works	Prior-review	Open International	Request for Bids
3	Rehabilitation and maintenance of N1 road from Gorongosa - Caia Lot 2 (84-168km)	42,485,867	Works	Prior-review	Open International	Request for Bids
4	Rehabilitation and maintenance of N1 road from Chimuara - Nicoadala Lot 1 (0-88km)	52,610,561	Works	Prior-review	Open International	Request for Bids
5	Rehabilitation and maintenance of N1 road from Chimuara - Nicoadala Lot 2 (88-176km)	52,610,561	Works	Prior-review	Open International	Request for Bids
6	Rehabilitation and maintenance of N1 road from Metoro – Penba (94km)	54,701,737	Works	Prior-review	Open International	Request for Bids
7	Consultancy services for Conceptual Design, bidding documents, support in procurement and supervision for the Rehabilitation and Maintenance of OPBRC civil works of N1: Package 1: Inchope-Gorongosa (70km) and Gorongosa-Caia Lot 1 (0-84km)	8,600,000	Consultancy	Prior-review	Open International	QCBS
8	Consultancy services for Conceptual Design, bidding documents, support in procurement and supervision for the Rehabilitation and Maintenance of OPBRC civil works of N1: Package 2: Gorongosa-Caia Lot 2 (84-168km) and Metoro - Penba (94km)	9,000,000	Consultancy	Prior-review	Open International	QCBS
9	Consultancy services for Conceptual Design, bidding documents, support in procurement and supervision for the Rehabilitation and Maintenance of OPBRC civil works of N1: Package 3: Chimuara-Nicoadala Lot 1 (0-88km) and Chimuara-Nicoadala Lot 2 (88-176km)	9,800,000	Consultancy	Prior-review	Open International	QCBS
10	Consultancy services for Preparation, Design and supervision of civil works for the High Crash risk improvement program	4,800,000	Consultancy	Prior-review	Open International	QCBS
11	Consultancy services for Design and supervision of the civil works for the Safe school program	160,000	Consultancy	Post-review	Open National	QCBS
12	Consultancy services for Road Safety Audit for MPA priority sections	2,000,000	Consultancy	Prior-review	Open International	QCBS
13	High crash risk improvement civil works	25,000,000	Works	Prior-review	Open International	QCBS
14	Safe school program civil works	1,840,000	Works	Post-review	Open National	QCBS
<b>Total Component 1</b>		<b>356,860,000</b>				

<b>MPA Component 2: Community Engagement and Women Empowerment</b>						
<b>No.</b>	<b>Activity Description</b>	<b>Estimated Cost (USD)</b>	<b>Category</b>	<b>Bank Oversight</b>	<b>Procurement Approach/ Competition</b>	<b>Selection Method</b>
1	Consultancy services for Preparation of feeder road maintenance packages and implementation support	1,500,000	Consultancy	Prior-review	Open International	QCBS
2	Consultancy services for Gender analysis and development of Gender Action Plan	400,000	Consultancy	Post-review	Open International	QCBS
3	Consultancy services for Development/ adaptation of community mobilization strategy	400,000	Consultancy	Post-review	Open International	QCBS
4	Feeder roads pilot projects implementation and economic empowerment activities - to be defined by diagnostic study	4,500,000	Works	Post-review	Open National	QCBS
<b>Total Component 2</b>		<b>6,800,000</b>				

<b>MPA Component 3: Improved Road Safety Management</b>						
<b>No.</b>	<b>Activity Description</b>	<b>Estimated Cost (USD)</b>	<b>Category</b>	<b>Bank Oversight</b>	<b>Procurement Approach/ Competition</b>	<b>Selection Method</b>
1	Consultancy services for Road safety technical assistance to the MTC/INATRO	2,500,000	Consultancy	Prior-review	Open International	QCBS
2	Consultancy services for Development and installation of crash database	1,000,000	Consultancy	Prior-review	Open International	QCBS
3	Consultancy services for Organizational review of INATRO	150,000	Consultancy	Post-review	Open National	QCBS
4	Consultancy services for Motorization management diagnostic study	800,000	Consultancy	Prior-review	Open International	QCBS
5	Consultancy services for Diagnostic review of inter-city public bus operations	1,000,000	Consultancy	Prior-review	Open International	QCBS
6	Consultancy services for Preparation of post-crash response pilot	100,000	Consultancy	Post-review	Open National	QCBS
7	Financing of other RS priority activities to be defined by diagnostic studies	3,350,000	Various	-	-	-
8	Implementation of post-crash response pilot	900,000	Various	-	-	-
<b>Total Component 3</b>		<b>9,800,000</b>				

<b>MPA Component 4: Institutional Development and Project Management</b>						
<b>No.</b>	<b>Activity Description</b>	<b>Estimated Cost (USD)</b>	<b>Category</b>	<b>Bank Oversight</b>	<b>Procurement Approach/ Competition</b>	<b>Selection Method</b>
1	Consultancy services for SEA/SH/GBV Prevention and Management - Third Party Service Provider	6,000,000	Consultancy	Prior-review	Open International	QCBS
2	Consultancy services for SEA/SH/GBV Prevention and Management - Third party Monitoring Services	1,500,000	Consultancy	Prior-review	Open International	QCBS
3	Consultancy services for ESF system assessment	200,000	Consultancy	Post-review	Open International	QCBS
4	Consultancy services for Preparation of Climate resilient Design manuals	500,000	Consultancy	Post-review	Open International	QCBS
5	Consultancy services for preparation of a new road Bill and of auxiliary surveys and studies	1,100,000	Consultancy	Prior-review	Open International	QCBS
6	Consultancy services for review of PPP framework in the Road Sector and preparation of PPP feasibility roadmap	800,000	Consultancy	Post-review	Open International	QCBS
7	Consultancy services for Development of a primary road network tolling strategy	500,000	Consultancy	Post-review	Open International	QCBS
8	Consultancy services for Vehicle Load Management (weighbridge) analysis and of auxiliary surveys and studies	1,000,000	Consultancy	Prior-review	Open International	QCBS
	<b>RF/ANE Supplementary Support</b>					
9	Consultancy services of Environmental Specialist for ANE PIU	250,000	Consultancy	Post-review	Open	IC
10	Consultancy services of Social/ Resettlement Specialist for ANE PIU	250,000	Consultancy	Post-review	Open	IC
11	Consultancy services of GBV Specialist for ANE PIU	250,000	Consultancy	Post-review	Open	IC
12	Consultancy services of Drainage/ Bridge Engineer for ANE PIU	400,000	Consultancy	Prior-review	Open	IC
13	Consultancy services of Senior Highway Engineer for ANE PIU	400,000	Consultancy	Prior-review	Open	IC
14	Consultancy services of Road Safety Expert for ANE PIU	720,000	Consultancy	Prior-review	Open	IC
15	Consultancy services of Road Safety Infrastructure specialist for ANE-MTC PIU	720,000	Consultancy	Prior-review	Open	IC
16	Consultancy services of Monitoring and Evaluation Specialist for ANE PIU	250,000	Consultancy	Post-review	Open	IC
17	Consultancy services of Procurement Specialist for ANE PIU	300,000	Consultancy	Prior-review	Open	IC
18	Consultancy services of Environmental Specialist for ANE PIU, Cabo Delgado province;	250,000	Consultancy	Post-review	Open	IC
19	Consultancy services of Environmental Specialist for ANE PIU, Sofala province;	250,000	Consultancy	Post-review	Open	IC
20	Consultancy services of Environmental Specialist for ANE PIU, Zambézia province;	250,000	Consultancy	Post-review	Open	IC
21	Consultancy services of Social/ Resettlement Specialists for ANE PIU, Zambézia provinces;	250,000	Consultancy	Post-review	Open	IC
22	Consultancy services of Social/ Resettlement Specialists for ANE PIU, Cabo Delgado province;	250,000	Consultancy	Post-review	Open	IC
23	Consultancy services of Social/ Resettlement Specialists for ANE PIU, Sofala province;	250,000	Consultancy	Post-review	Open	IC
24	Consultancy services of GBV Specialists for ANE PIU, Cabo Delgado province;	250,000	Consultancy	Post-review	Open	IC
25	Consultancy services of GBV Specialists for ANE PIU, Sofala province;	250,000	Consultancy	Post-review	Open	IC
26	Consultancy services of GBV Specialists for ANE PIU, Zambézia province;	250,000	Consultancy	Post-review	Open	IC
27	Consultancy services of Occupational, Health and Safety Officers for ANE PIU, Zambézia province;	200,000	Consultancy	Post-review	Open	IC
28	Consultancy services of Occupational, Health and Safety Officers for ANE PIU, Sofala province;	200,000	Consultancy	Post-review	Open	IC
29	Consultancy services of Occupational, Health and Safety Officers for ANE PIU, Cabo Delgado province;	200,000	Consultancy	Post-review	Open	IC
	<b>MTC Supplementary Support</b>					
30	Consultancy services of Road Safety Specialist (policy) for MTC PIU	350,000	Consultancy	Prior-review	Open	IC
31	Consultancy services of Road Safety Specialist (data management) for MTC PIU	350,000	Consultancy	Prior-review	Open	IC
32	Consultancy services of Procurement Specialist for MTC PIU	300,000	Consultancy	Prior-review	Open	IC
33	Consultancy services of Database Specialist (road safety) for MTC PIU	350,000	Consultancy	Prior-review	Open	IC
34	Consultancy services of Assistant Accountant for MTC PIU	200,000	Consultancy	Post-review	Open	IC
35	Operating costs, goods, training, audit of project accounts (Yet to be defined)	7,000,000	Various	-	-	-
	<b>Total Component 4</b>	<b>26,540,000</b>				
	<b>Grand Total</b>	<b>400,000,000</b>				



**PROCUREMENT PLAN** Mozambique : Mozambique Safer Roads for Socio-Economic Integration Program

**General Information**  
**Country:** Mozambique **Bank's Approval Date of the Original Procurement Plan:** 2023-04-26  
**Revised Plan Date(s):** (comma delineated, leave blank 2023-11-16)  
**Project ID:** P174639 **GPN Date:**  
**Project Name:** Mozambique Safer Roads for Socio-Economic Integration Program  
**Loan / Credit No.:** IDA / E0780  
**Executing Agency:** National Road Authority

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Procurement Process	Prequalification (Y/N)	High SEA/SH Risk	Procurement Document Type	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Draft Pre-qualification Documents		Prequalification Evaluation Report		Draft Bidding Document / Justification		Specific Procurement Notice / Invitation		Bidding Documents Issued		Proposal Submission / Opening / Minutes		Bid Evaluation Report and Recommendation for Award		Signed Contract		Contract Completion
													Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Procurement Process	Prequalification (Y/N)	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Draft Pre-qualification Documents		Prequalification Evaluation Report		Draft Bidding Document / Justification		Specific Procurement Notice / Invitation		Bidding Documents Issued		Proposal Submission / Opening / Minutes		Bid Evaluation Report and Recommendation for Award		Signed Contract		Contract Completion
											Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Procurement Process	Prequalification (Y/N)	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Draft Pre-qualification Documents		Prequalification Evaluation Report		Draft Bidding Document / Justification		Specific Procurement Notice / Invitation		Bidding Documents Issued		Proposal Submission / Opening / Minutes		Bid Evaluation Report and Recommendation for Award		Signed Contract		Contract Completion
											Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Contract Type	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Terms of Reference		Expression of Interest Notice		Short List and Draft Request for Proposals		Request for Proposals as Issued		Opening of Technical Proposals / Minutes		Evaluation of Technical Proposal		Combined Evaluation Report and Draft Negotiated Contract		Signed Contract		Contract Completion				
										Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	
47A003041/CP/25/2023 / Consultancy services for Conceptual Design, Bidding documents, support in procurement and supervision for the Rehabilitation and Maintenance of OPBR Civil works of N1: Package 1: Inhacope - Gorongosa (70km) and Gorongosa - Caia Lot 1 (0-84km)	IDA / E0780	Component 1: Safe and Resilient Road Connectivity	Prior	Quality And Cost-Based Selection	Open - International		8,600,000.00	0.00	Canceled	2023-04-03	2023-04-24	2023-06-07					2023-07-05	2023-08-04	2023-09-08	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13		
47A003041/CP/26/2023 / Consultancy services for Conceptual Design, bidding documents, support in procurement and supervision for the Rehabilitation and Maintenance of OPBR Civil works of N1: Package 2: Gorongosa - Caia Lot 2 (84-168km) and Metoro - P	IDA / E0780	Component 1: Safe and Resilient Road Connectivity	Prior	Quality And Cost-Based Selection	Open - International		9,000,000.00	0.00	Canceled	2023-04-03	2023-04-24	2023-06-07					2023-07-05	2023-08-04	2023-09-08	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	
47A003041/CP/27/2023 / Consultancy services for Conceptual Design, bidding documents, support in procurement and supervision for the Rehabilitation and Maintenance of OPBR Civil works of N1: Package 3: Chimuaara - Nicoadala Lot 1 (0-88km) and Chimuaara - Nicoadala Lot 2 (88-176km)	IDA / E0780	Component 1: Safe and Resilient Road Connectivity	Prior	Quality And Cost-Based Selection	Open - International		9,800,000.00	0.00	Canceled	2023-04-03	2023-04-24	2023-06-07					2023-07-05	2023-08-04	2023-09-08	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13	2023-10-13
47A003041/CP/30/2023 / Consultancy Services for Conceptual Design, Bidding Documents and Support in Procurement of OPBR Civil Works of N1: Package 1: Inhacope - Gorongosa (70km) and Gorongosa - Caia Lot 1 (0-84km) in Sofala Province under Design, Build, and Transfer Methodology	IDA / E0780	Component 1: Safe and Resilient Road Connectivity	Prior	Quality And Cost-Based Selection	Open - International		1,970,000.00	0.00	Under Review	2023-05-16	2023-05-21	2023-05-22	2023-05-22	2023-07-15	2023-08-29			2023-08-29	2023-10-12	2023-09-12	2023-10-10	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14
47A003041/CP/31/2023 / Consultancy Services for Conceptual Design, Bidding Documents and Support in Procurement of OPBR Civil Works of N1: Package 2: Gorongosa - Caia Lot 2 (84-168km) and Metoro - Pemba (94km) under Design, Build, and Transfer Methodology	IDA / E0780	Component 1: Safe and Resilient Road Connectivity	Prior	Quality And Cost-Based Selection	Open - International		2,100,000.00	0.00	Under Review	2023-05-16	2023-05-21	2023-05-22	2023-05-22	2023-07-15	2023-08-29			2023-08-29	2023-10-12	2023-09-12	2023-10-10	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14
47A003041/CP/32/2023 / Consultancy Services for Conceptual Design, Bidding Documents and Support in Procurement of OPBR Civil Works of N1: Package 3: Chimuaara - Nicoadala Lot 1 (0-88km) and Chimuaara - Nicoadala Lot 2 (88-176km) under Design, Build, and Transfer Methodology	IDA / E0780	Component 1: Safe and Resilient Road Connectivity	Prior	Quality And Cost-Based Selection	Open - International		2,200,000.00	0.00	Under Review	2023-05-16	2023-05-21	2023-05-22	2023-05-22	2023-07-15	2023-08-29			2023-08-29	2023-10-12	2023-09-12	2023-10-10	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14	2023-11-14
47A003041/CP/43/2023 / Consultancy Services to Develop the Environmental and Social Instruments for Northern Mozambique Resilient Roads Connectivity Improvement Project	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Quality And Cost-Based Selection	Open - International		600,000.00	0.00	Canceled	2023-08-07	2023-08-03	2023-08-28	2023-08-04	2023-10-11				2023-11-08	2023-12-08	2024-01-12	2024-02-16	2024-02-16	2024-02-16	2024-02-16	2024-02-16	2024-02-16	2024-02-16	2024-02-16	2024-02-16	2024-02-16
47A003041/CP/149/2023 / Consultancy Services for Monitoring of Civil Works of N1: Package 1: Inhacope - Gorongosa (70km) and Gorongosa - Caia Lot 1 (0-84km) in Sofala Province under Design, Build, and Transfer Methodology	IDA / E0780	Component 1: Safe and Resilient Road Connectivity	Prior	Quality And Cost-Based Selection	Open - International		6,630,000.00	0.00	Under Review	2023-10-31	2023-11-21	2024-01-04						2024-02-01	2024-03-02	2024-04-06	2024-05-11	2024-05-11	2024-05-11	2024-05-11	2024-05-11	2024-05-11	2024-05-11	2024-05-11	2024-05-11	2024-05-11

47A003041/CP/150/2023 / C onsultancy Services for Monitoring of OPBRC Civil Works of NI: Package 2: Gorongosa - Casa Lot 2 (84.168km) and M etoro - Pemba (94km) under Design, Build, and Transfer Methodology	IDA / E0780	Component 1: Safe and Resilient Road Connectivity	Prior	Quality And Cost-Based Selection	Open - International		6,900,000.00	0.00	Under Review	2023-10-31	2023-11-21	2024-01-04		2024-02-01	2024-03-02	2024-04-06	2024-05-11	2024-05-09	
47A003041/CP/151/2023 / C onsultancy Services for Monitoring of OPBRC Civil Works of NI: Package 3: Chimua - Nicoadala Lot 1 (0-88km) and Chimua - Nicoadala Lot 2 / 88-176km) under Design, Build, and Transfer Methodology	IDA / E0780	Component 1: Safe and Resilient Road Connectivity	Prior	Quality And Cost-Based Selection	Open - International		7,600,000.00	0.00	Under Review	2023-10-31	2023-11-21	2024-01-04		2024-02-01	2024-03-02	2024-04-06	2024-05-11	2024-05-09	
47A003041/CP/157/2023 / C onsultancy Services to Develop the Environmental and Social Instruments for Climate Resilient Road for the North Project (P500488)	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Consultant Qualification Selection	Open - International		250,000.00	0.00	Under Implementation	2023-10-27	2023-10-28	2023-11-06	2023-10-30	2023-11-20			2023-11-27	2023-12-11	2024-03-10
47A003041/CP/169/2023 / C onsultancy Services for Preparation of Conceptual Design , Bidding Documents & Procurement Support for Output & Performance Based Road Contracting (OPBRC) Civil Works for the roads in Cabo Delgado Province under Design, Build, Maintain & Transfer Methodology	IDA / E0780	Component 4: Institutional Development and Project Management	Prior	Quality And Cost-Based Selection	Open - International		1,000,000.00	0.00	Pending Implementation	2023-11-21	2023-11-27	2024-01-01		2024-01-31	2024-02-07	2024-02-21	2024-03-06	2024-11-01	
47A003041/CP/170/2023 / C onsultancy Services for Preparation of Conceptual Design , Bidding Documents & Procurement Support for Output & Performance Based Road Contracting (OPBRC) Civil Works construction of 5 Bridges in Cabo Delgado Province under Design, Build & Transfer Methodology	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Quality And Cost-Based Selection	Open - International		500,000.00	0.00	Pending Implementation	2023-11-21	2023-11-27	2024-01-01		2024-01-31	2024-02-07	2024-02-21	2024-03-06	2024-11-01	

**INDIVIDUAL CONSULTANTS**

Activity Reference No. / Description	Loan / Credit No.	Component	Review Type	Method	Market Approach	Contract Type	Estimated Amount (US\$)	Actual Amount (US\$)	Process Status	Terms of Reference		Invitation to Identify/Selected Consultant		Draft Negotiated Contract		Signed Contract		Contract Completion	
										Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual	Planned	Actual
47A003041/CP/47/2023 / Consultancy services of Environmental Specialist for ANE PIU	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Individual Consultant Selection	Open - National		212,000.00	0.00	Under Implementation	2023-04-24	2023-09-14	2023-06-12		2023-07-03		2023-08-07		2027-08-06	
47A003041/CP/49/2023 / Consultancy services of GBV Specialists for ANE PIU	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Individual Consultant Selection	Open - International		212,000.00	0.00	Under Implementation	2023-04-24	2023-09-15	2023-06-12		2023-07-03		2023-08-07		2027-08-06	
47A003041/CP/50/2023 / Consultancy services of Drainage Bridge Engineer for ANE PIU	IDA / E0780	Component 4: Institutional Development and Project Management	Prior	Individual Consultant Selection	Open - International		400,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12		2023-07-03		2023-08-07		2027-08-06	
47A003041/CP/51/2023 / Consultancy services of Senior Highway Engineer for ANE PIU	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Individual Consultant Selection	Open - International		273,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12		2023-07-03		2023-08-07		2027-08-06	
47A003041/CP/52/2023 / Consultancy services of Road Safety Expert for ANE PIU	IDA / E0780	Component 4: Institutional Development and Project Management	Prior	Individual Consultant Selection	Open - International		450,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12		2023-07-03		2023-08-07		2027-08-06	
47A003041/CP/53/2023 / Consultancy services of Road Safety Infrastructure specialist for ANE-MTC PIU	IDA / E0780	Component 4: Institutional Development and Project Management	Prior	Individual Consultant Selection	Open - International		300,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12		2023-07-03		2023-08-07		2027-08-06	
47A003041/CP/54/2023 / Consultancy services of Monitors and Evaluation Specialist for ANE PIU	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Individual Consultant Selection	Open - International		250,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12		2023-07-03		2023-08-07		2027-08-06	
47A003041/CP/55/2023 / Consultancy services of Procurement Specialist for ANE PIU	IDA / E0780	Component 4: Institutional Development and Project Management	Prior	Individual Consultant Selection	Open - International		300,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12		2023-07-03		2023-08-07		2027-08-06	
47A003041/CP/56/2023 / Consultancy services of Environmental Specialist for ANE PIU - Cabo Delgado province	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Individual Consultant Selection	Open - International		250,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12		2023-07-03		2023-08-07		2027-08-06	
47A003041/CP/57/2023 / Consultancy services of Environmental Specialist for ANE PIU - Sofala province	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Individual Consultant Selection	Open - International		250,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12		2023-07-03		2023-08-07		2027-08-06	
47A003041/CP/58/2023 / Consultancy services of Environmental Specialist for ANE PIU - Zambezia province	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Individual Consultant Selection	Open - International		250,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12		2023-07-03		2023-08-07		2027-08-06	
47A003041/CP/62/2023 / Consultancy services of GBV Specialists for ANE PIU, Cabo Delgado province	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Individual Consultant Selection	Open - International		250,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12		2023-07-03		2023-08-07		2027-08-06	
47A003041/CP/63/2023 / Consultancy services of GBV Specialists for ANE PIU, Sofala province	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Individual Consultant Selection	Open - International		250,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12		2023-07-03		2023-08-07		2027-08-06	
47A003041/CP/64/2023 / Consultancy services of GBV Specialists for ANE PIU, Zambezia province	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Individual Consultant Selection	Open - International		250,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12		2023-07-03		2023-08-07		2027-08-06	
47A003041/CP/65/2023 / Consultancy services of Occupational Health and Safety Officers for ANE PIU, Zambezia province	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Individual Consultant Selection	Open - National		250,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12		2023-07-03		2023-08-07		2027-08-06	



47A003041/CP/66/2023 / Consultancy services of Occupational, Health and Safety Officers for ANE PIU, Sofala province	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Individual Consultant Selection	Open - National		250,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12	2023-07-03		2023-08-07		2027-08-06
47A003041/CP/67/2023 / Consultancy services of Occupational, Health and Safety Officers for ANE PIU, Cabo Delgado province	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Individual Consultant Selection	Open - National		250,000.00	0.00	Pending Implementation	2023-04-24		2023-06-12	2023-07-03		2023-08-07		2027-08-06
47A003041/CP/33/2023 / Project Director for Center of Excellence	IDA / E0780	Component 4: Institutional Development and Project Management	Prior	Individual Consultant Selection	Open - International		360,000.00	0.00	Under Implementation	2023-07-03	2023-07-11	2023-08-21		2023-09-11		2023-10-16	2025-10-15
47A003041/CP/34/2023 / Project Manager for Center of Excellence	IDA / E0780	Component 4: Institutional Development and Project Management	Prior	Individual Consultant Selection	Open - International		300,000.00	0.00	Under Implementation	2023-07-03	2023-07-11	2023-08-21		2023-09-11		2023-10-16	2025-10-15
47A003041/CP/35/2023 / Procurement Expert for Center of Excellence	IDA / E0780	Component 4: Institutional Development and Project Management	Prior	Individual Consultant Selection	Open - International		300,000.00	0.00	Under Implementation	2023-07-03	2023-07-07	2023-08-21		2023-09-11		2023-10-16	2025-10-15
47A003041/CP/36/2023 / Financial Management Expert for Center of Excellence	IDA / E0780	Component 4: Institutional Development and Project Management	Prior	Individual Consultant Selection	Open - International		300,000.00	0.00	Under Implementation	2023-07-03	2023-07-12	2023-08-21		2023-09-11		2023-10-16	2025-10-15
47A003041/CP/37/2023 / Environmental Safeguards Expert for Center of Excellence	IDA / E0780	Component 4: Institutional Development and Project Management	Prior	Individual Consultant Selection	Open - International		300,000.00	0.00	Under Implementation	2023-07-03	2023-07-11	2023-08-21		2023-09-11		2023-10-16	2025-10-15
47A003041/CP/38/2023 / Social Safeguards Expert for Center of Excellence	IDA / E0780	Component 4: Institutional Development and Project Management	Prior	Individual Consultant Selection	Open - International		300,000.00	0.00	Under Implementation	2023-07-03	2023-07-11	2023-08-21		2023-09-11		2023-10-16	2025-10-15
47A003041/CP/39/2023 / Monitoring & Evaluation Expert for Center of Excellence	IDA / E0780	Component 4: Institutional Development and Project Management	Prior	Individual Consultant Selection	Open - International		300,000.00	0.00	Under Implementation	2023-07-03	2023-07-11	2023-08-21		2023-09-11		2023-10-16	2025-10-15
47A003041/CP/158/2023 / Consultancy Services of Senior Social and Resettlement Specialist for ANE PIU	IDA / E0780	Component 4: Institutional Development and Project Management	Post	Individual Consultant Selection	Open - International		212,400.00	0.00	Under Implementation	2023-11-08	2023-11-03	2023-12-27		2024-01-17		2024-02-21	2027-02-20