

Section 5 – Terms of Reference

Terms of Reference
for
**Technical Assistance for Package C Management Consultant,
Central Implementation Team (2007 & 2008)**

Second Water and Sanitation for Low Income Communities Project

1. BACKGROUND AND OBJECTIVES

1. Recent policy on programs in the health and rural water and infrastructure sectors have emphasized decentralization and demand responsiveness rather than a supply driven approach to the provision of services. However, the form and content of decentralization and community determination are not yet clear and are important issues for social services. In addition, basic disease problems and rural productivity affected by access to water infrastructure, equity and the on-going impact of the economic crisis are critical issues.
2. The Second Water and Sanitation for Low Income Communities (WSLIC-2) Project is a community based initiative which aims to improve the health status, productivity and quality of life of poor communities in under – served village in eight provinces¹ in the country. These objectives will be achieved by improving health behavior and health services of the communities; providing safe, adequate, cost – effective and easily accessible water supply and sanitation services; and developing sustainability and effectiveness through community participation.
3. The project has four major components, namely: Community and Local Institutions capacity building; improvement of health behavior and services; provision of water and sanitation infrastructure; and project management. The Ministry of Health (MoH), through the Directorate General of Disease Control and Environmental Health (DG DC & EH) will be the executing agency.

***1.1. COMPONENT 1: COMMUNITY AND LOCAL INSTITUTIONS
CAPACITY BUILDING***

4. The objective of this component is to develop the capacity of the community to organize effectively and to plan, manage and sustain the water, sanitation and community health programs to be implemented. It also aims to strengthen the capacity of project implementing units at the Central, Provincial and District and Sub District levels to effectively manage the project and of the local government to facilitate community support to the project and effectively sustain the program's outcomes after WSLIC-2 ends.
5. A critical component of the program that will receive special emphasis is the recruitment and training of Community Facilitators (CFs). The CFs will work directly with the villages to assist in preparing their Community Action Plans (CAPs) that, among other things, include action plans budgets and implementation schedules for the provision of water and sanitation facilities, community health improvement and other WSLIC-2 activities.
6. Village residents will be trained on CAP preparation and on subsequent activities related to CAP implementation such as construction of WSS systems, project supervision, operation and

¹ West Sumatra, South Sumatra, Kepulauan Bangka Belitung, West Java, East Java, South Sulawesi, West Sulawesi and West Nusa Tenggara

maintenance, and monitoring and evaluation. This particular training will be conducted by the CFs entirely on the job, with villagers learning procedures while actually preparing the CAPs themselves. Furthermore the communities will be trained on various aspects of community management processes that would enhance their participation in the project, empower them to make choices, and ensure sustained interest in the project. Other specific training will be identified during Institutional Capacity Assessments to be carried out during the project.

1.2. COMPONENT 2: PROMOTION OF IMPROVED HEALTH/ SANITATION BEHAVIOR AND SERVICES

7. The health and sanitation behavior and services component has been included in this project because of its importance to water and sanitation supply improvements if maximum health benefits are to be achieved. The objective of this component is to improve health and sanitation behavior and community management of health services related to water borne diseases. This component will provide appropriate adaptation and implementation of Participatory Hygiene and Sanitation Transformation (PHAST) methodology to be used in communities and schools to achieve sustained improvements in personal, domestic and environmental health, hygiene and sanitation behavior, facilities and services.
8. The PHAST method provides the community with the opportunity to conduct their own problem analysis or needs assessment with regard to water-borne diseases. Having done this, they can then develop a local specific approach to improve hygiene behavior and reduce the incidence of diarrhea and other water borne disease. The PHAST approach will be adapted for both the school health program and the community health program, including the development of training manuals and toolkits for teachers, health providers and work books for students and other community members.
9. The school health and sanitation program will use participatory hygiene and sanitation education to reach young children both to influence their long term behavior and to use them as change agents for their families and the broader community. The community health and sanitation component will focus on improving health and sanitation behavior by using participatory approaches to encourage behavior change in individuals, families and broader community. It will also strengthen the capacity and communication skills of local health and sanitation service providers, including the sanitation agents, village midwives and other local health resources.
10. A Community Led Total Sanitation approach will be implemented with assistance from the district consultants and community facilitators. This commenced in villages in ten WSLIC-2 districts commencing in FY 2006. Expansion to all project districts is planned in FY 2007. CLTS triggers community and school initiatives to stop open defecation, improve household sanitation and safely dispose of child faeces, without any external funds, hardware subsidy or imposition of external toilet designs. It uses a phased approach to community behaviour change aiming first at safe excreta management followed by hand washing before moving on to other locally relevant environmental sanitation issues such as water storage and wastewater (sullage) management.

1.3. COMPONENT 3: PROVISION OF WATER AND SANITATION INFRASTRUCTURE

11. This component will provide the community with adequate amounts of easily accessible, reliable clean water, and additional financing for other health related activities of their choosing. This could include, for example, an opportunity for individual households to construct private sanitation facilities, for the community to build simple storm water or waste water drainage, or to finance other kinds of health support services as they may choose (within established parameters).

12. As far as possible, construction of water systems will be done by village residents through self help, with non local material (e.g. pipes, pumps, etc) financed by the project. The villages will co-finance systems with a 20% up-front contribution consisting of 4% of the total construction cost in cash, and an additional 16% in labor and local materials. System O&M will be totally the responsibility of the community with institutional support made available for difficult problems which might arise.
13. In relation to household sanitation, the project initially used a revolving fund approach which provided credit to households for the construction of household latrines. Recent experience with CLTS pilot projects has led to a change in approach with the adoption of CLTS in 10 districts in 2006 and uniformly across the project in 2007. The project will however continue to support villages which have commenced implementation using the revolving fund approach. A WSLIC-2 CLTS implementation strategy clarifies the approaches to be used in managing the transition to CLTS.

1.4. COMPONENT 4: PROJECT MANAGEMENT

14. A central level Project Management Unit (CPMU) oversees the project implementation in all provinces. The CPMU is supported by a Central Steering Committee (SC) providing strategic policy advice, and a Technical Team (CTT) and Working Group (WG) providing operation policy guidance, coordination and supervision. The SC, CTT and WG consist of echelon representatives from the Minister of Health (MOH), Home Affairs (MOHA), Finance, Public Works (MSRI), National Education (MONE), BAPPENAS, Finance and other relevant national agencies, that set the policy direction for, and provide technical guidance to, the project. The CPMU, under the direct supervision of the DG DC&EH, is responsible for overall project management, coordination and financial management. The CPMU is supported by Provincial Secretariats and by District Project Management Units (DPMU) at the District level. These organizational arrangements are outlined in Appendix A.
15. The CPMU comprises GOI staff and consultants under the management of the Head of the CPMU and the WSLIC-2 Commitment Maker. The consultant team, comprising a Project Team Leader (PTL), a Management Consultant (MC) sub-team and a Technical Consultant (TC) sub-team, is responsible for providing support and assistance to the CPMU with all aspects of the project. The CPMU counterpart staff comprise MOH and other related senior staff seconded to the project. The consultant team of international and national experts supports the CPMU in overall management of WSLIC-2, including project planning, budgeting, supervision, monitoring & evaluation, reporting and coordination to ensure project implementation is in accordance with the project manuals, and is in compliance with the Credit Agreement.
16. Based on the lesson learnt from the first three years (approximately) of project implementation a rearrangement of consultant services packaging has been implemented to streamline the organization and management of the CPMU consultants and to improve the performance of program implementation. Accordingly the CPMU consultants are grouped into three consulting packages as follows (see organization structure in Appendix A):
 - Package A: Individual Consultant for Project Team Leader (International);
 - Package B: Technical Consultant Sub Team (TC);
 - Package C: Management Consultant Sub Team (MC).
17. Project implementation at the District Level and below is carried out by the DPMUs, whose structure follows the CPMU. Each participating district is supported by a District Technical Consultant team (DTC or Package F). The DTCs are appointed on a regional/provincial basis with small technical teams based at the district level. The District level technical teams comprise one Water and Sanitation Engineer and one Community Health and Development Specialist, who as a team jointly possess (a) technical/engineering competency, (b) community development, finance, and administration skills, and (c) health and sanitation

education/promotion skills. The district participation program is clustered into provincial or regional areas that determine the packaging of the DTC.

18. Also at the District level, Community Facilitator Teams (CFT) are established, as part of the DTC team, to train and assist the Village Implementation Teams (VIT). The CFTs directly interact and work with communities. The DTC are reinforced by a training team that is responsible for the planning, management, facilitation, and delivery of training for CFT teams recruited within each district.
19. Additional consultants are assigned at the Provincial and District level to support project implementation. These include Process Monitoring Consultant (PMC) with responsibilities at the district level, and Provincial Liaison Officers (PLO) assigned in each province/region. The PMC and PLO are assigned to the MC at central level but are located in participating districts and provinces. The PMC role is to undertake monitoring of project processes at the district level to ensure compliance with project manuals and guidelines and to ensure transparency in all aspects of project implementation. The PLOs facilitate communications and cooperation among organizations involved at district and provincial levels and the CPMU.
20. Project coordination by the Provincial and District Governments is undertaken by the respective Provincial and District Coordinating Teams (PCT and DCT) and Technical Teams (PTT and DTT) respectively. Their roles are to provide technical and policy support to the project at their respective level and ensure that WSLIC-2 is consistent with the local government investment programs.

2. PROJECT IMPLEMENTATION ARRANGEMENTS

21. The Project Executing Agency is the Directorate General for Disease Control and Environmental Health (DG DC&EH) under the Ministry of Health. It is supported by a Central Technical Team (CTT) and Working Group (WG) with overall policy guidance and direction by a Central Steering Committee (CSC). Refer to Annex A for details.
22. Overall project coordination, day-to-day management, budgeting, financial administration and monitoring is the responsibility of the Central Project Management Unit (CPMU) and the WSLIC-2 Commitment Maker from the Directorate of Environmental Health within DG DC&EH. The CPMU comprises a Central Management Team of senior government personnel (CMT) and a Central Implementation Team (CIT) comprising primarily of external consultants with support from Government counterpart staff.
23. The CPMU with support of the CIT is providing capacity building support, training, supervision and monitoring of the performance of District Technical Consultants (DTCs) implementing the project activities primarily at the district level and below. Technical assistance support to the CPMU includes an international Project Team Leader (PTL) and two teams of international and national consultants, namely Technical Consultant (TC) under Package B and Management Consultant (MC) under Package C (under this TOR).
24. The PTL provides project management support and guidance to the CPMU and senior management from Directorate of Environmental Health. He is also responsible for liaison and coordination with the World Bank and AusAID and provides technical and management guidance to the TC and MC teams through their sub-team leaders.
25. The TC is based at the central level but also has resources located at the provincial level. It is primarily responsible for providing quality technical assistance in the areas of water and sanitation engineering, participatory community development, community and school health, gender mainstreaming, capacity building and sustainability monitoring. Their main counterparts include the CPMU at central level and DPMUs as well as the Coordination and Technical Teams in their respective districts. The TC works closely with the DTC engaged to directly support the implementation at the district level including the Community Facilitation Teams which works directly with the communities.

26. Important responsibilities of the TC sub-team are as follows.
- Assist with dissemination of information on WSLIC-2 objectives, scope, systems and procedures including the preparation and regular improvement of project guidelines and manuals.
 - Prepare strategies for all parties to implement a gender/poverty sensitive community empowering approach and to develop partnerships between villages and agencies for all stages of planning, implementation, and monitoring of water supply, sanitation and health and hygiene (school and community).
 - Provide overall planning and management for all capacity building and training activities at all levels of project activity, and support their implementation, including the supervision of development of all the necessary curriculum, materials, manuals and tools.
 - Contribute to the central Management Information System (MIS) for monitoring of gender and poverty inclusive community processes, improvements in health behavior, quality of training and program sustainability.
 - Contribute to institutionalization of participatory approaches for sustainable community based water and sanitation programs.
 - Carry out various management and technical reviews, research, studies etc. as required.
27. The MC under this TOR will be based at central, provincial and district levels to provide quality technical assistance in the areas monitoring and evaluation, management information systems, financial planning and management, audit, procurement, media and communications. Their main counterparts will include the CPMU at central level, DPMU as well as the Coordination and Technical Teams in their respective districts, and the Provincial Secretariats at the province level. The MC will work closely with the TC team as well as with the DTC engaged to directly support the implementation at the district level including the Community Facilitation Teams which work directly with the communities.
28. The Terms of Reference for Package C Management Consultants are detailed in the subsequent sections of this TOR.
29. The DTC (Package F), at the district level and below, form a team building capacity and assuring quality in program implementation in the villages. CFs support the development of a gender/poverty sensitive empowering partnership between villagers and service providing agencies during the stages of planning, implementation, and monitoring of water supply and sanitation for the rural poor.
30. The community facilitators work in teams of three, taking responsibility for the technical, hygiene and sanitation and community development/social inclusion aspects of project planning and implementation. They also undertake capacity building among the representatives of the village implementation teams and the communities generally.
31. These community facilitators are supported by the two district level consultants, who have experience in the area of water supply and sanitation engineering as well as community development/social inclusion and hygiene and sanitation. These consultants will assist the CF's in developing high quality plans for improving access to water and sanitation services and facilities.
32. Each team of CFs is expected to plan and implement approximately 4 – 5² project sites a year, as well as help villages from earlier years in the process of participatory implementation of their hygiene and sanitation improvement activities.

² This is a project-wide average. There is significant variation between provinces

33. The DTC team at the district level will be managed by the District Project Management Unit (DPMU), which is part of the Dinas Kesehatan Kabupaten (District Health Office). A District Coordination Team (DCT) based in the District Bappeda (District Planning Board) and District Technical Team (DTT) support the DPMU with overall planning and coordination. Their structure mirrors the Steering Committee and Technical Team at the central level.
34. The DTC are structured into a number of regional provincial Packages as detailed in Table 1 below.

Table 1: District Technical Consultants (Package F)

Package	Consultant [1]	Period of field implementation		Comment
		Commenced	Expected completion	
East Java 1	PT Adhi Cipta	2002	December 2007	Current consultant has been engaged since 2002
East Java 2	PT Bina Karya	2002	December 2007	Current consultant has been engaged since 2002
NTB	PT Surya Abadi	2002	December 2007	Current consultant has been engaged since 2002
West Sumatra	PT Arkonin Engineering MP	2002	December 2007	Current consultant has been engaged since 2002
South Sumatra/ Bangka Belitung	PT Intersys Kelola Maju	2002	December 2007	Current consultant commenced work in 2004. Prior implementation activity was undertaken by a different firm.
West Java	GHD Pty Ltd	2004	December 2008	Current consultant has been engaged since 2004
South Sulawesi & West Sulawesi	PT Ratu Utama Patria Teknik	2004	December 2008	Current consultant has been engaged on an interim contract after previous consultant elected not to extend. Package is currently being tendered for the remaining period of the project.

[1] Consultant lead firm only. Most packages involve a consortium of firms.

35. The project has established guidelines which detail the implementation arrangement at all levels. The key guideline documents include:
- Project Management Implementation Guideline (Petunjuk Pelaksanaan Manajemen Proyek [or JUKLAK Manajemen]); and
 - Village Level Implementation Guideline (Petunjuk Pelaksanaan Operasional Tingkat Desa [or JUKLAK Operasional Desa]).
 - These guidelines are supported by numerous supporting documents covering various aspects of project management and implementation.

3. PROJECT LOCATION

36. The Second Water and Sanitation for Low Income Communities (WSLIC-2) covers eight project provinces as detailed in Section 1. The five provinces of West Sumatra, South

Sumatra, Kepulauan Bangka Belitung, East Java, and West Nusa Tenggara have been implementing the Project since early 2002. The three new provinces of West Java, South Sulawesi and West Sulawesi commenced implementation with the mobilization of DTC in mid 2004.

37. The five early start provinces will complete implementation by the end of 2007 while the late start provinces of West Java, South Sulawesi and West Sulawesi will continue until the end of 2008, as indicated in Table 1.

4. CURRENT STATUS

4.1. OVERALL PROJECT

38. The WSLIC-2 project implementation commenced at the central level in 2001 with the establishment of the CPMU. Field activity commenced in 5 provinces in about March 2002 with the establishment of DPMUs and the appointment of DTCs.
39. Subsequently three additional provinces have been added to the project, namely West Java, South Sulawesi and West Sulawesi, the latter as a consequence of the split of South Sulawesi into two provinces.
40. The project is being implemented in some 37 districts including 4 in West Sumatra, 4 in South Sumatra, 1 in Bangka Belitung, 14 in East Java, 6 in West Nusa Tenggara, 3 in West Java, 3 in South Sulawesi and 2 in West Sulawesi.
41. These districts include 3 new districts, 1 in West Sulawesi and 2 in South Sulawesi, where work commenced/will commence in 2007. It is also expected that work will be completed in approximately 4 districts in mid 2007, namely Belitung (in Kepulauan Bangka Belitung), Dompu (in NTB), and Lumajang and Bondowoso (in East Java).
42. The original target for WSLIC-2 was approximately 2,000 villages with completion of field work expected in 2006. Pursuant to on-going reviews of progress, expenditure and budgets, the 9th Supervision Mission held in early 2006 approved a number of changes to key project parameters including an increase in the number of target villages to approximately 2,500 as well as changes to the implementation timeframe in some provinces. An increase in CFs was also proposed because of the additional workload.
43. Essentially there has been a substantial increase in the number of target villages in East Java and NTB and a small increase in West Sumatra. The timeframe for implementation in the initial provinces of East Java, NTB, West Sumatra and South Sumatra was extended from 2006 to 2007, while the timeframe for the late starting provinces of West Java, South Sulawesi and West Sulawesi was extended to 2008.
44. Table 2 below shows the initial and revised targets as well as the implementation status on a province and district basis.

Table 2: Village Implementation Status and Targets (as at 31 March 2007)

Province/District	Target villages		Shortlisted villages	Completed villages [2]	Villages in progress [3]	Villages not yet commenced	Equivalent villages completed [4]	% complete
	Initial target	Revised target [1]						
East Java	500	840	840	628	165	0	749	89%
Bondowoso	36	50	50	38	12	0	49	98%
Jember	36	63	63	41	16	0	55	88%
Lumajang	32	46	46	33	13	0	44	96%
Mojokerto	36	58	58	37	15	0	50	86%
Probolinggo	37	64	64	55	3	0	58	90%
Sumenep	36	64	64	40	18	0	55	86%
Sampang	34	59	59	38	15	0	49	83%
Blitar	36	60	60	54	6	0	54	90%
Bojonegoro	36	59	59	52	1	0	53	90%
Kediri	36	55	55	35	14	0	48	87%
Lamongan	40	79	79	73	6	0	73	92%
Malang	36	68	68	60	8	0	62	90%
Pamekasan	32	56	56	34	17	0	48	86%
Ponorogo	37	59	59	38	21	0	52	87%
NTB	300	459	459	381	76	0	405	88%
West Lombok	60	85	85	73	12	0	73	86%
Central Lombok	50	81	81	69	12	0	74	92%
East Lombok	58	85	85	72	13	0	73	86%
Sumbawa	52	86	86	69	15	0	73	84%
Dompu	40	49	49	35	14	0	47	97%
Bima	40	73	73	63	10	0	65	88%
West Sumatra	300	317	318	215	68	-1	283	89%
Pasaman	75	80	80	56	15	0	71	89%
Sawahlunto Sijunjung	75	83	83	65	9	0	74	89%
Pesisir Selatan	75	81	80	61	14	1	75	92%
Solok	75	73	75	33	30	-2	63	86%
South Sumatra	260	258	247	140	86	32	198	77%
Lahat	70	69	70	36	26	7	55	80%
Muara Enim	90	87	71	51	20	16	62	72%
Musi Banyuasin	100	72	76	40	26	6	57	78%
Banyuasin	0	30	30	13	14	3	24	78%
Kep. Bangka Belitung	40	37	37	35	2	0	37	99%
Belitung	40	37	37	35	2	0	37	99%
West Java	300	250	275	52	108	90	110	44%
Cirebon	100	100	133	23	38	39	42	42%
Ciamis	100	100	86	29	40	31	51	51%
Bogor	100	50	56	0	30	20	17	34%
South Sulawesi [5]	150	150	69	8	23	119	15	10%
Bone	150	100	39	8	23	69	15	15%
Jeneponto	0	25	15	0	0	25	0	0%
Enrekang	0	25	15	0	0	25	0	0%
West Sulawesi [5]	150	150	96	17	69	79	35	23%
Polewali Mandar	150	100	80	17	54	29	35	35%
Mamasa	0	50	16	0	15	50	0	0%
Total	2,000	2,461	2,341	1,476	597	319	1830	74%

[1] As revised for PMR Quarter 1, FY 2007.

[2] Based on achievement of "post construction" status as demonstrated by issue of SP4.

[3] Based on implementation of initial MPA/PHAST activities.

[4] Based on established project methodology which calculates progress and workload on achievement of various stages of CAP implementation in each village.

[5] Subject to review after appointment of new DTC.

4.2. MANAGEMENT CONSULTANT (PACKAGE C)

45. The Management Consultant services are currently being provided by PT Multi Area Conindo in association with SCDev, Pengembangan Masyarakat Madani and YKSSI (MACON) under a contract which covers the period from December 2004 to June 2007. Prior to December 2004, the MC services were also provided by MACON under a separate contract. A short

term extension of the current Macon contract (to September 2007) is being implemented to allow time for appointment of the new MC and ensure an orderly transition of MC services.

46. Accordingly it is proposed to select a new Consultant under these Terms of Reference to provide on-going Management Consultant services from October 2007 through to the completion of the project in about March 2009. (Field implementation to be completed in December 2008.)
47. No extension of the contract is envisaged beyond the planned completion date of 30 March 2009.

5. SCOPE OF SERVICES

48. The Management Consultant (MC) Sub-Team will be responsible for providing technical assistance to the Project Management Unit (PMU) in carrying out the overall project monitoring and management at all levels of project implementation.

5.1. ROLE OF THE CONSULTANT

49. In general terms the role of MC sub-team is to support the CPMU, Provincial Secretariats and DPMUs in carrying out project monitoring and evaluation and implementing the project's monitoring and evaluation (MONEV) and management information systems (MIS); financial management; and procurement management; in order to ensure compliance with project guidelines.

5.2. OBJECTIVES

50. The overall objective of MC sub-team is to provide comprehensive support and assistance to the CPMU, Provincial Secretariats and DPMUs in relation to:
 - Project monitoring and evaluation;
 - Management information systems including the project website;
 - Project financial management, accounting and budgeting;
 - Procurement management;
 - Internal audit; and
 - Regular reporting in accordance with World Bank and GOI procedures on all the above aspects particularly through the project management Report (PMR).
51. Detailed objectives of the MC Sub-Team are as follows.
 - Ensure appropriate financial management through provision of technical assistance to the CPMU in: (a) review and improvement (including new/revised systems where appropriate) of the project accounting, budgeting, and financial systems and procedures; and (b) implementation of project financial management and accounting policies, system and procedures.

Project accounting, budgeting and financial management systems will be in accordance with the project strategy and implementation plan, in accordance with the Project Management and Village Operations Guidelines, and consistent with the World Bank and GOI requirements at all level of project implementation including central, provincial, district and community.

The MC will: (a) assist the CPMU in the proper review of financial reports and statements and the fulfillment of accounting standards and ensuring integrity of financial records (including computerized financial records); (b) provide assistance to the CPMU in using proper project financial and accounting systems and procedures to assure the fulfillment of

the Bank requirements and government regulations that enhance the accountability of the project; and (c) help the CPMU to ensure transparency in all aspects of project implementation.

- Ensure the implementation, maintenance and enhancement of appropriate MIS to support project management. This will include provision of assistance to the CPMU in reviewing and developing/establishing comprehensive and efficient systems and procedures, instruments and tools for project management, monitoring and evaluation. The MIS will include a comprehensive computer based MIS for use at all levels of project implementation, incorporating reporting systems for routine progress reporting.
- Ensure the effectiveness of monitoring of project physical and financial progress and performance. This will include provision of assistance to the CPMU and DPMUs in the on-going review and improvement of project monitoring and evaluation systems and procedures, including for monitoring and evaluation of participatory processes; as well as assisting the CPMU and DPMUs in providing reliable timely and cost-effective data for use with the MIS as required for planning, implementing, financing, budgeting, auditing, monitoring and evaluating the project, and reporting progress at all levels and cycles of the project implementation.
- Enhance transparency of the procurement processes, and adherence to the Bank guidelines and procedures through provision of support and assistance to the CPMU, Provincial Secretariats and DPMU procurement units in delivering and managing the procurement of goods, works, and services.
- Ensure appropriate internal controls and compliance with project guidelines systems and procedures, and other requirements of the World Bank and Government of Indonesia through regular internal review and audit of all aspects of project implementation.
- Facilitate effective communication and cooperation at the Provincial, District, Sub-District and Village levels and help effectively coordinate all aspects of project implementation.

5.3. CONSULTANT INPUTS

52. The MC Sub-Team is expected to provide the key positions and inputs as set out in the Figure 1 below. The person months for each position is indicative and subject to change depending on the actual starting date of the service, to be determined during the technical clarification and financial negotiation.
53. A Management Consultant Sub-team Leader will be appointed to take overall responsibility for management and coordination of all inputs by the MC. The Sub-team Leader shall be appointed from the two longer term positions of M&E/MIS Specialist or Financial Specialist. The Consultant shall ensure that the nominated Sub-team leader is adequately supported by junior and/or support professional staff in his skill area, to enable him to effectively address his management role.
54. The Provincial Liaison Officers (PLO) are allocated to each province/region as follows: East Java; West Sumatra, South Sumatra; West Java; and Sulawesi. South Sulawesi and West Sulawesi provinces will share one PLO who will be based in Makassar. Other PLOs will be based at their respective provincial capitals. There is no PLO assigned to NTB.
55. The PMCs are assigned to each district. Because of the critical role of PMCs in providing process monitoring services at the district level and the limited time remaining for implementation, it is proposed that (where possible) existing PMC be assigned to the Consultant to be appointed under this contract. New PMCs are required in new districts or in districts where PMCs may not be able to continue. The number and proposed inputs of both existing and new PMCs is detailed in Figure 1.

activities; and (d) logistics support for centrally based staff and consultants during field activities.

59. To support the MC activities at central, provincial and district level the Consultant is expected to provide all necessary equipment and services including for but not limited to: (a) local transport; (b) computers, printers and other essential office equipment; (c) office operations; and (d) communication infrastructure and services including internet and email access facilities for all office.

5.4. WORKING ARRANGEMENTS

60. The MC Sub-Team will provide technical assistance to the CPMU as well as providing support to the Provincial Secretariats and the DPMUs. Consultant team members will generally be assigned on full time basis at CPMU, Provincial Secretariat and as required at the district level, except as specifically noted in the TOR. The MC Sub-Team is required to function as a well coordinated team, under management of the MC Sub-Team Leader, with collective responsibility for achievement of the outputs defined within these TOR. At the central level, the consultants will work closely with the CPMU counterpart staff and consultants forming the Central Management Team.
61. The Sub-Team Leader will work in close consultation with the PTL to achieve the common goals of the project. The MC Sub-Team will work in a close relationship with the TC Sub-Team. Each sub-team member will work with his/her counterpart in their relevant expertise and sector. At the central level these counterparts are the member of Central Management Team (CMT), which are the second or the third echelon of the representing sector/ministries that consist of Directorate of CDC and EH, Ministry of Health, Ministry of Finance (MoF - DLN, TUA, PA III), and the National Development and Planning Agency (BAPPENAS). The MC team members will also liaise closely with World Bank staff, in particular from the Procurement and Finance Units.
62. At the Provincial Level, the PLOs will be based in the Provincial Secretariat and shall work closely with the Head of the Provincial Secretariat and its staff. The PLOs will also work with relevant counterparts within the Provincial Health Office and the other provincial level agencies represented on the Provincial Coordination and Technical Teams. The PLOs will be directly responsible for the PMCs working in their respective region/province. In the case of NTB which has no PLO, the PMCs will report directly to the MC Sub-Team Leader. They will also liaise and coordinate with the DTC (Package F) in their respective region/province in supporting the coordination role of the Provincial Secretariat.
63. The PMCs will be based at the district level in their respective DPMUs. PMCs will coordinate with DPMU staff and DTC teams (district level consultants and community facilitators) in relation to data collection for routine reporting. They will provide guidance and support to the CFTs in financial and procurement processes at village level and will have direct responsibility for monitoring project implementation processes in compliance with the project requirements.
64. Working with counterpart staff during implementation of this contract is intended to build counterpart capacity. In addition, involving the counterparts in the work process will ensure that the outputs prepared by the MC Sub-Team represents the joint effort of the consultant and his/her counterpart in their relevant expertise and sector. With this approach it is expected that any particular critical issues and sector considerations will receive appropriate attention in the consultant's outputs. Nevertheless participation of the counterparts in work processes is not compulsory, and the absence of the counterpart involvement is not necessarily a reason for delay or impediment of any required output.
65. The Client will provide furnished office space for the MC personnel at the CPMU, Provincial Secretariats and at the participating DPMUs.

6. CONSULTANT PERFORMANCE EVALUATION

66. The performance of the individual members of the team will be subject to evaluation every six months. The Consultant's overall performance will be evaluated annually. The CPMU has developed a system (forms and procedures) for overall performance assessment which will be made available to the DTC. The Consultant may use a similar system for undertaking the six monthly performance evaluation of its team members.

7. DETAILED SCOPE OF WORK

67. The MC Sub-Team will be in charge of, and responsible for, providing monitoring and management measures, particularly in the area of project monitoring and evaluation; project finance and budgeting; procurement management; internal audit, and information management, including management and maintenance of the project website. All of these activities are aimed to support effective and efficient project implementation management. The specific scope of services, qualifications and experience requirements, and deliverables of each of the MC Sub-team members are detailed below.
68. All consultant team members should have a demonstrated ability to work as a team including with others from different backgrounds. They should have good conflict management and communication skills.

7.1. SPECIALIST TEAM – JAKARTA

7.1.1 Sub-Team Leader

Scope of Services

69. A Sub-team Leader will be appointed from the Monitoring & Evaluation/Management Information Systems Specialist (M&E/MIS) or the Financial Specialist (FS). The Sub-team Leader shall be directly responsible for the managing the MC Sub-team and for the quality and timely performance of its obligations under the contract. The members of the Specialist Team Jakarta will report directly to the Sub-team Leader as will the PLOs.
70. The Sub-team Leader will report to the Head of the CPMU but will work closely with and be guided by the PTL in relation to project management and technical aspects of the assignment. He/she shall also work closely with the TC Sub-team Leader to ensure that the TC and MC activities are coordinated for effective and efficient project implementation.
71. He/she will participate in CPMU management meetings, project meetings, workshops as required, in Jakarta as well as in the project provinces and districts. He/she shall also participate in field supervision and monitoring visits as required. In particular he/she will lead the MC efforts in support of periodic World Bank Supervision Missions and participate in the Mission activities as required.
72. He/she will also be the direct report for the PMCs in NTB where there is no PLO.
73. The Sub-team Leader will undertake other relevant activities as requested from time to time by the Head of the CPMU.

Reporting and Deliverables

74. The Sub-team Leader will be responsible for ensuring quality and timely delivery of all MC outputs under the contract. In particular he/she shall be directly responsible for managing the preparation of Volume 2 of the Project Management Report (PMR) on a quarterly basis, utilizing inputs from the key MC team members as specified in the individual team member scope of services below. He/she shall liaise closely with the PTL in the preparation of the PMR and will ensure the timely provision of data and other inputs required for the preparation

of the Summary PMR (Volume 1) by the PTL. He/she will prepare the MC Progress Reports to the CPMU supported as required by the Project Director/Coordinator. He/she will also be responsible for preparation of the Inception Report.

7.1.2 Monitoring & Evaluation/Management Information Specialist

75. The Monitoring & Evaluation/Management Information System (M&E/MIS) Specialist will have overall responsibility for the on-going enhancement and sustainable operation of the M&E/MIS to provide reliable, timely and cost-effectiveness data, analysis and reporting for M&E and project management purposes for all levels of project implementation. He/she will produce routine M&E progress reports particularly for use in the preparation of the PMR. He/she shall also be responsible for the operation, maintenance and enhancement of the project's MIS infrastructure³.
76. The WSLIC-2 M&E/MIS systems are well established having been developed progressively and over the life of the project to date. The systems are however subject to regular review and improvement in response to project experience. Some capacity building is required from time to time particularly for the newer districts, especially Mamasa, Enrekang and Jeneponto in Sulawesi. A number of enhancements designed to improve the data availability and analysis for both GOI (at all levels) and for the purposes of the Project Completion Report are currently in process. These include:
- A CAP database which will contain details of each and every village CAP to facilitate a range of analysis and reporting;
 - A Capacity Building/Training database;
 - A Post Construction Census of completed villages.
77. These MIS additions are expected to be operational when this contract commences but there will be substantial requirements for support to field teams in relation to data collection, data entry and analysis. There is also a substantial backlog of data collection⁴, processing and analysis to be completed, particularly in the 5 provinces which finish implementation in 2007.
78. The M&E/MIS Specialist shall report to the MC Sub-team Leader in undertaking this role. He/she will work closely with the PTL, FS, PS, IA and nominated counterparts.

Scope of Services

79. Specific duties will include the following.
- Meet with CPMU management, sectoral representatives, PTL and TC and other relevant specialists to assess any required changes/enhancement of their information needs.
 - Travel to representative districts participating in the project, and meet with DPMUs, DTC team members and VITs to discuss their information needs, and to explain the purpose of the M&E/MIS, and give a general description of the kind of physical and financial data that needs to be collected and analyzed to properly monitor project progress. This process will build on existing M&E/MIS systems, including the Sustainability Monitoring System, and the current knowledge of these systems at various levels of the project.
 - Review the existing M&E/MIS systems and previous recommendations for their improvement and assist the CPMU in developing an action plan for M&E/MIS enhancement based on project requirements. Following CPMU agreement, lead the implementation of agreed improvements. Prepare recommendations for additional training of project staff as required to ensure effective M&E/MIS utilization.

³ An inventory of existing MIS infrastructure is attached in Appendix B.

⁴ The primary responsibility for data collection is with others, primarily with the District Technical Consultant Teams.

- The above review will include a review of the software used for storing, analyzing and reporting the M&E/MIS at the CPMU level. The focus should be on simplicity, ease of use by project and government agency staff who will enter data and the needs of project management and donors which will use the data for analysis and reporting on project progress and outcomes.
- Plan and implement training seminars/workshops on the M&E/MIS which will first be implemented at central level and involve central government sectoral representatives as well as district representatives. During the seminars, actively solicit suggestions and recommendations for improving the proposed procedures.
- Plan and implement training workshops in all project provinces for DPMU staff after developing suitable modifications to the M&E/MIS and procedures based on the findings and results of the initial training seminar. For the sake of utility, workshops may be carried out on a regional basis.
- Train counterpart staff at the CPMU to use the software and systems developed and implemented for the M&E/MIS. The M&E/MIS is to be developed to utilize readily available database and/or spreadsheet programs rather than custom designed software.
- Advise CPMU management on all aspects related to the management and operation of the WSLIC-2 website and supervise the routine requirements for its maintenance and operation. Provide recommendation for enhancement of the website (as part of the overall M&E/MIS enhancement).
- Advise the CPMU management on all aspects related to the management and operation of the WSLIC-2 CPMU LAN (including Wireless LAN) and supervise the routine requirements for its efficient and effective maintenance and operation.
- Support the PTL with the preparation of M&E/MIS data and analysis for the Project Completion Report.
- The M&E/MIS Specialist will undertake other relevant activities as requested from time to time by the MC Sub-team Leader.

Qualification Requirements

80. The M&E/MIS Specialist should be a nationally experienced expert with an advanced degree substantial relevant experience which shall include developing and implementing management information systems (MIS), and monitoring & evaluation systems and procedures for development projects with multiple levels of project implementation. The consultant should fulfill the following criteria:
- At least 7 years experience in planning, implementation, and monitoring & evaluation of multilateral and/or bilateral funded development projects (essential).
 - Good capability in verbal and written English language communications (essential).
 - Good personal communication skills are important, as are organizational, presentational (for seminars/workshops) and report writing skills.
 - Strong computing skills including a high degree of competence in the use of the MS Windows, Internet Explorer and MS Office software suites including word-processing, internet/email, spreadsheet, database and presentation packages (essential).
 - Experience in development of specific applications using MS Office packages (essential).
 - Experience in the planning and implementation of web-based data management applications (preferred).

Reporting and Deliverables

81. Deliverables to be produced by M&E/MIS Specialist include: (a) an initial review of the current M&E/MIS systems and previous MC recommendations for its improvement; recommendations for enhancements to be implemented; (b) training seminars, workshops etc

to provide training for more effective M&E/MIS utilization; (d) routine reporting to the CPMU on the management and operation of the project website, including recommendations for improvement; (e) routine reporting on the management and operation of the CPMU LAN, including recommendations for its enhancement; (f) routine M&E progress reports as required for the PMR on a quarterly basis; (g) agreed improvements to the M&E/MIS including the website and LAN; and (h) other deliverables as requested by the Sub-team Leader.

7.1.3 Financial Specialist

82. The Financial Specialist (FS) will have overall responsibility for financial planning, budgeting and accounting at the central level. He/she will assist in review and preparation of recommendations for improvements to financial management systems. The FS will be responsible for preparation of routine financial reports and will support financial management staff from the CPMU, Provincial Secretariats and DPMUs in the implementation of financial management and accounting systems at their respective levels.
83. The FS shall report to the MC Sub-team Leader in undertaking this role. He/she will work closely with the PTL, M&E/MIS Specialist, PS and IA.

Scope of Services

84. The Financial Specialist will carry out the following tasks.
- Take a lead role in implementation of recommendations for improvements to existing financial systems and their incorporation in enhancements to the M&E/MIS.
 - Classify and record all project financial transactions in the project's books of accounts in an appropriate and timely manner, following the Generally Accepted Accounting Procedures (GAAP) and financial conditions of the Loan Agreement.
 - Monitor and reconcile all disbursement to and withdrawals from Special Account, and reconcile SA balances with reports from Bank Indonesia (BI). Prepare Quarterly Project Financial Statements to include (among other things) Sources and Uses of Funds, Use of Funds by Project Activity, Cash Withdrawals and Special Account Statements, with the necessary financial analysis to guide project management decisions. Assist the CPMU to consolidate all financial aspects of the PMRs from the DPMUs and the PLOs as required under the Credit Agreement and or as requested by the World Bank. Prepare the financial sections of the PMR for submission to the Bank, in order to insure regular replenishment of Special Account (SA) funds. Ensure timely preparation and distribution of integrated financial management reports as part of the PMR, in consultation with the CPMU procurement officer, M&E/MIS Specialist, WSLIC-2 Commitment Maker, Head of the CPMU, and the Finance Section of DG DC&EH.
 - Review funding requests from the DPMUs and prepare the CPMU endorsement to the Directorate General of Budget (DJA) for the release of sub-project grants to the VITs of participating communities through the central, district and sub-district level. Also, review funding requests for all other project operational expenses.
 - Provide input in relation to financial aspects for the initial and periodic reviews of M&E/MIS systems and procedures.
 - Assist the CPMU to maintain all documents and records in support of all project financial and procurement transactions, and provide such documents and records to the Internal Auditor, Independent Auditor and Bank supervisory personnel for examination.
 - Design and conduct financial training for project financial personnel at all levels (particularly district level).
 - Take responsibility for all project financial management and accounting functions and activities, including implementation and periodic maintenance of the Project Management Guidelines (Juklak Manajemen Proyek).

- Interact regularly and effectively (including working level interaction) with relevant government agencies, including the DG DC&EH of the MOH (particularly the WSLIC-2 Commitment Maker and the Head of the CPMU), Directorate General of Budget (DJA) at the Ministry of Finance, the PLOs, and especially the DPMUs, as well as other project stakeholders involved in financial matters.
- Develop and assist in implementing project financial management and accounting policies and procedures consistent with World Bank and GOI requirements, with the periodic assistance of World Bank staff as required.
- Ensure adherence to project financial management and accounting policies and procedures in accordance with the Project Management and Village Operation Guidelines.
- Assist the CPMU to prepare budgets and financial projections/forecast for project activities, including short term forecasting. Assist other project staff to prepare annual work program and budgets.
- Follow-up and resolve issues arising out of periodic supervision missions and other monitoring by the CPMU and its consultants.
- Coordinate with the Ministry of Finance (MOF) to ensure timeliness and accuracy of information required to prepare periodic Withdrawal Applications for the World Bank to ensure timely flow of funds to the project.
- Ensure timely and smooth information and transaction flow for all finance and accounting aspects of the project at all levels.
- Ensure information on project finance and physical progress is being regularly and accurately collected and analyzed, and available in a suitable format for periodic external audits. Consult with and assist the M&E/MIS Specialist and the PS during the enhancement and implementation of the WSLIC-2 M&E/MIS in relation to these matters.
- Review and analyze the Post Review Report prepared by PLOs and prepare recommendations for problem solving; conduct reviews at the district level (with the IA and PS) of 5 percent of CAPs; and assist with the TC Sub-Team members during prior review of all CAPs over the threshold.
- Support the PTL with the preparation of financial inputs to the Project Completion Report.
- The M&E/MIS Specialist will undertake other relevant activities as requested from time to time by the MC Sub-team Leader.

Qualification Requirements

85. The Financial Specialist should be an experienced consultant with an advanced degree in accounting or finance with substantial experience in financial management. The consultant should fulfill the following criteria:
- An advanced degree in accounting or finance (essential).
 - At least 7 years of experience in accounting and/or financial management (essential).
 - At least 5 years of practical experience in development project financial management.
 - Experience in the water supply and sanitation sector, in strengthening financial management of local users groups, and in financial training (preferred).
 - Experience working on donor-financed, community-based infrastructure development projects (strongly preferred).
 - English language skills in both speaking and writing (working knowledge essential).
 - Strong computer skills including a high degree of competence in the use of the MS Windows, Internet Explorer and MS Office software suites including word-processing, internet/email, spreadsheet, database and presentation packages (essential).

Reporting and Deliverables

86. The Financial Specialist is responsible for the following key deliverables: (a) routine financial reports for preparation of the PMR including consolidation of provincial reports prepared by the PLO; (b) assistance to the CPMU with review and approval of funding requests for village grant activities, and processing of payments; (c) inputs to the initial and periodic M&E/MIS reviews in relation to financial aspects; (d) maintenance of comprehensive project financial records and provision of relevant data to support routine monitoring and audit activities; (e) planning and delivery of financial training; (f) preparation of recommendations for changes in financial policies and/or procedures and preparation of required improvements to the project guidelines; (g) preparation of budgets and financial projections to support project planning and management; (h) assistance to the CPMU in preparation and processing of Withdrawal Applications to MOF for the IDA Credit and the AusAID Grant; (i) reports on follow-up actions in response to Supervision Missions, routine monitoring, audit and PLO post review findings; (j) reports on reviews of CAPs (in cooperation with the PS and IA); (k) Quarterly Financial Report for AusAID to be prepared in consultation with the PTL; and (l) other deliverables as requested by the Sub-team Leader.

7.1.4 Procurement Specialist

87. The PS will have a civil servant counterpart in the CPMU procurement unit, assigned by the Head of CPMU. The PS shall compile all necessary project procurement information and report to support the preparation of the PMR. The PS will manage the procurement program for the Project and assist the CPMU in providing technical support and guidance in all aspects of procurement in accordance with the Project and World Bank Guidelines as described in the project documents, Credit Agreement and Bank and GOI procurement regulations. He/she will be responsible for supporting the CPMU through the preparation of procurement documentation including the procurement plan, requests to the Bank, EOI/tender advertisements, terms of reference, requests for proposals, contract documents, etc. drawing on technical expertise from other members of the MC and member of the TC as required.
88. The FS shall report to the MC Sub-team Leader in undertaking this role. He/she will work closely with the nominated counterparts, M&E/MIS Specialist, FS and PTL.

Scope of Services

89. The Procurement Specialist is responsible for ensuring effective, efficient, open, and transparent procurement processes, procedures, and policies; and to facilitate smooth and speedy implementation of consultant selection as needed for project implementation. The PS will coordinate with the PTL, the Head of the CPMU and the WSLIC-2 Commitment Maker to ensure overall integration of procurement planning and reporting. Specifically the PS will undertake the following tasks.
- Assist CPMU and the Consultant Procurement Committee (CPC) to manage the project's procurement, and ensure that procurement is done in full accordance with the Bank's and GOI's procurement procedures and practices and in accordance with project timeframes.
 - Prepare and update the overall WSLIC Procurement Plan on a regular basis in accordance with project and World Bank requirements. Assist the CPMU in obtaining approval of the Procurement Plan.
 - Prepare, review and update the project's detailed procurement schedules with input from the CPMU and relevant consultants as required.
 - Ensure compliance with all relevant World Bank guidelines and procedures for procurement of goods, works and services (including consultants).
 - Assist the PTL in ensuring that procurement arrangements are consistent with the project implementation and development objectives and as needed, discuss procurement options and possible solutions for improving implementation.

- Assist the Consultant Procurement Committee (CPC) in preparing Request for Proposals (RFPs) including detailed terms of reference, and assist the CPC to undertake bid evaluations.
- Assist the CPMU to prepare the various procurement documents (e.g. request for No Objection Letters) required to obtain clearance from the World Bank for awarding of contracts and any necessary follow up actions.
- Assist the CPMU in preparing the contracts with selected suppliers/contractors/consultants, including follow up for delivery of goods/services/works in accordance with the schedule.
- Assist the CPMU to maintain records of goods received, their quality and quantity, compliance with contract specifications; and in coordination with the CPMU Project Manager, handle and warranty and insurance claims.
- Assist CPMU to maintain a proper filing system for all relevant procurement documents in the CPMU and prepare any required procurement related reports and documents for World Bank supervision missions and/or routine CPMU reporting requirements.
- Assist FS and CPMU in approving and coordinating contractual payments.
- Train other parties concerned with procurement such as members of the CPMU procurement unit, the CPC, and auditing agencies/units.
- Provide input in relation to procurement aspects for the initial and periodic reviews of M&E/MIS systems and procedures.
- Conduct periodic field visits to ensure that procurement of goods and civil works (as required) at the district and village level is being conducted according with Bank and GOI guidelines, and carry out any other procurement related tasks.
- Review and analyze the Post Review Report prepared by PLOs and prepare recommendations for problem solving; conduct reviews at the district level (with the IA and FS) of 5 percent of CAPs; and assist with the TC Sub-Team members during prior review of all CAPs over the threshold.
- The PS will undertake other relevant activities as requested from time to time by the MC Sub-team Leader.

Qualification Requirements

90. The Procurement Specialist should be a nationally experienced consultant with qualifications in Water Supply & Sanitation Engineering, Environment Health, Economics, Finance or similar advanced degree from a recognized university, with substantial experience in procurement. The consultant should fulfill the following criteria:

- Qualifications in Water Supply & Sanitation Engineering, Environment Health, Economics, Finance, Community Health or similar advanced degree from recognized university (essential).
- At least 7 years of experience in procurement (essential).
- At least 5 years procurement experience in development projects for national public or private sector organizations.
- Procurement experience with World Bank funded projects (strongly preferred).
- Fluent English language skills in both speaking and writing (essential).
- Good computer literacy skills including a high degree of competence in the use of the MS Office software suite including word-processing, email, spreadsheet, and presentation packages.

Reporting and Deliverables

91. The Procurement Specialist is responsible for the following key deliverables: (a) routine procurement reports specific requirements on procurement and contract expenditure for preparation of the PMR; (b) project Procurement Plan in accordance with World Bank requirements together with more detailed procurement schedules as required for CPMU procurement management purposes; (c) preparation of various procurement documentation including RFPs, TORs, draft contract documents, NOL requests to the World Bank and other documents required by the CPC and/or CPMU to support procurement activities; (d) inputs to the initial and periodic M&E/MIS review in relation to procurement aspects; (e) maintenance of comprehensive project procurement records including a CPMU contract register, and provision of relevant data to support routine monitoring and audit activities; (f) planning and delivery of procurement training; (g) preparation of recommendations for changes in procurement policies and/or procedures and preparation of required improvements to the project guidelines; (h) reports on follow-up actions in response to Supervision Missions, routine monitoring, audit and PLO post review findings; (i) reports on reviews of CAPs (in cooperation with FS and IA); and (j) other deliverables as requested by the Sub-team Leader.

Period of Service

92. The PS position is expected to be full time for the remainder of 2007 and thereafter intermittent. This is consistent with the more intense workload in eight provinces for 2007 compared with three in 2008.

7.1.5 Internal Auditor

93. The Internal Auditor (IA) will assist in ensuring project accounting and records keeping are in proper order and support early remedial actions to rectify problems before the formal annual audits occur, thereby reducing the number of findings in the Annual Audit Report. He/she shall assist the CPMU in responding to the findings and recommendations of the project auditors and/or external auditors appointed from time to time by the government.
94. The IA shall report to the MC Sub-team Leader in undertaking this role. He will work closely with the FS, PS and external auditors.

Scope of Services

95. The Internal Auditor will carry out the following tasks.
- Review and ensure that (a) the classification, recording and reporting of all financial transactions are compliant with the Generally Accepted Accounting Principles (GAAP), (b) all project Statements of Expenditure (SOE) for their eligibility and correctness in accordance with financial agreements, identifying and separately reporting ineligible expenditures, and (c) project financial statements, PMRs and other reports prepared by the FS for accuracy and appropriateness.
 - Ensure that all goods and services have been procured in accordance with the Loan Agreements and all transactions are duly supported by required documentation and that fully transparent records are maintained and are available for examination by the Independent Auditor and Bank supervisory staff.
 - Maintain regular and proactive communications with external auditors to ensure effective annual audits in accordance with the World Bank and GOI requirements.
 - Check and reconcile funds withdrawals and balances in the Special Account (SA) with the Bank's statements of disbursement to the SA, and with the disbursement statement from BI.
 - Assess the adequacy of the project's policies and procedures for internal control, accounting and financial management, and recommend any needed improvements. Assess

the integrity, security and effectiveness of the operation of the computerized financial record keeping systems (part of the MIS).

- Prepare periodic reports for the CPMU and DPMUs on the results of internal audit work; including recommendations for improvements to the system or its operations, to take early actions in order to rectify problems before the more formal annual audit occurs thereby reducing the number of findings in the Annual Audit report.
- Review and analyze the Post Review Report prepared by PLOs and prepare recommendations for problem solving; conduct reviews at the district level (with the FS and PS) of 5 percent of CAPs.
- The IA will undertake other relevant activities as requested from time to time by the MC Sub-team Leader.

Qualification Requirements

96. The Internal Auditor will be a nationally experienced consultant with at least 7 years experience in accounting, financial management, public finance and auditing. The consultant should fulfill the following criteria:

- Experience with multilateral and/or bilateral financed development projects (essential).
- Experiences of World Bank and GOI financial management and auditing systems (strongly preferred).
- English language skills in both speaking and writing (working knowledge essential).
- Good computer literacy skills including a high degree of competence in the use of the MS Office software suite including word-processing, email, spreadsheet, and presentation packages.

Reporting and Deliverables

97. The Internal Auditor will submit the following deliverables: (a) records of all transactions and supporting documents for independent auditor examination; (b) periodic consolidated disbursement statement from BI; (c) recommendations for improvements to project policies and procedures for internal financial controls; (d) reports on follow-up actions in response to Supervision Missions, routine monitoring, external audit and PLO post review findings; (e) reports on reviews of CAPs (in cooperation with FS and PS); and (e) other deliverables as requested by the Sub-team Leader.

Period of Service

98. The IA position is expected to be full time for the remainder of 2007 and thereafter intermittent. This is consistent with the more intense workload in eight provinces for 2007 compared with three in 2008.

7.2. PROVINCIAL & DISTRICT TEAM

7.2.1 Provincial/Regional Liaison Officer

99. The objective of PLO's technical assistant services is to facilitate communications and cooperation among organizations involved in the project at provincial and district level, and central project management staff, focusing on monitoring and evaluation, financial management, procurement and compliance with project implementation guidelines. The PLOs (with the assistance of the PMCs) will assure independent and objective monitoring of project progress at the Provincial and District Level and help the DPMUs in providing reliable data for the M&E/MIS and periodic reporting. The PLOs will be stationed at provincial level,

but work closely with the district level in assisting coordination between the district, province and the central levels.⁵

100. The PLOs will report to the CPMU through the MC Sub-team Leader in undertaking this role. He/she will work closely with counterparts at the provincial and district level, particularly the Head and senior staff of the Provincial Secretariat. They will help coordinate all aspects of project management, monitoring and evaluation at the provincial level. The PLOs will be responsible for the PMCs in their respective provinces/regions.

Scope of Services

101. The PLOs will be undertakes the following tasks.

- Supervise activities of the PMCs, including monitoring of DPMU and DCT activities, and produce regular provincial summaries of project reports required by CPMU to prepare PMRs.
- Support CPMU and DPMUs and assist Provincial Coordination Teams (PCT) in the overall management and coordination of the project at the provincial level.
- Assist DPMUs to check financial management procedures, and provide assistance required to prepare financial reports (SPM, SOEs etc) of project activities that will be sent to CPMU (through the MC) for aggregation and submission to World Bank through the PMR reporting processes.
- Assist DPMU finance and accounting/procurement staff in the accounting and preparation of Project Financial Report (PFR) and Project Procurement Reports (PPR) as required.
- Assist the Provincial Secretariats to prepare the consolidated Provincial PMR.
- Provide input to the DTCs in their assessment of training and capacity building needs in each participating district.
- Facilitate the PCT to monitor project implementation as required to ensure the project policies, procedures and regulations are properly followed in the Districts under his/her jurisdiction and facilitate PCTs and DCTs in handling complaints regarding project implementation from relevant stakeholders. Report to the CPMU on complaints received at the provincial and district level.
- Support and assist PCTs and DCTs to ensure guidelines, policies, procedures and regulation pertaining to project implementation are properly followed in the districts under his/her jurisdiction.
- Facilitate (a) the Financial Specialist to develop and conduct training on accounting and financial management for DPMU finance and accounting staff, (b) the Procurement Specialist to develop and conduct training on procurement management for DPMU procurement staff, and (c) the Internal Auditor to assess the adequacy of the project's policies and procedures for internal controls, accounting and financial management, and recommend any needed improvements, and to assess the integrity, security and operational effectiveness of the computerized financial record keeping systems. These activities are expected to focus primarily on the three new districts in Sulawesi.
- Help ensure quality of project implementation, and identify and seek solutions to implementation problems at district level as early as possible. In particular ensure all goods and services have been procured in accordance with the loan agreement, all transactions are duly supported by required documentation, and records are maintained

⁵ In NTB the Provincial Secretariat handles this role at the provincial level. However the PMCs at the district level in NTB will report directly to the MC Sub-Team Leader.

with full transparency and are available for examination by the Independent Auditor and Bank supervisory staff.

- Conduct post review of VIT documentation for disbursement of block grant funds, expenses for procurement, materials and equipments, valuation of community labor and local materials contributions, including financial and procurement processes and procedures minimum of 10 % of VITs in each Districts. After conducting post reviews, the PLO should prepare the Post Review Report and submit to the CPMU, PS, FS and IA, with a copy to the relevant PMC.

Qualification Requirements

102. The PLO shall be a nationally experienced consultant. He/she should have advanced degree with at least 6 years but preferably no more than 15 years experience in planning and implementing water supply and sanitation, or small scale infrastructure projects, preferably in rural areas. The consultant should fulfill the following criteria:
- Six (6) years local experience in planning and implementing water supply and sanitation, or small scale infrastructure projects, preferably in rural areas (essential).
 - An educational background in civil engineering, environmental engineering, finance/accounting or other related field (essential).
 - Experience in financial management (preferred).
 - Experience in preparing Declaration Letter for Payment (SPM) (preferred).
 - Relevant experience in project monitoring and management, project finance, and procurement (essential).
 - Experience with development projects financed by multi and/or bilateral donors (preferred).
 - English language skills in both speaking and writing (working knowledge preferred).
 - Good computer literacy skills including a high degree of competence in the use of the MS Office software suite including word-processing, email, spreadsheet, and presentation packages.

Reporting Deliverables

103. The PLO will facilitate, organize, and consolidate the preparation of reports including the relevant physical and financial progress reports, financial reports and procurement reports which form the requirements for the provincial PMR consolidation. He/she will also prepare the Post Review Report covering 10% of completed villages. In addition the PLO will facilitate, organize and consolidate the following deliverables: (a) training needs assessment in financial and procurement aspects at district level; (b) recommendation and follow up action of any findings from routine monitoring, verification and spot checking of DPMUs financial statements and procurement reports; (c) proceedings of the financial and accounting and procurement training for DPMUs; and (d) other deliverables as requested by the Sub-team Leader.

7.2.2 Process Monitoring Consultants

104. The PMCs are responsible to provide independent and objective monitoring of project progress at the village and district level and to help ensure transparency and compliance with key process requirements in all aspects of project implementation.
105. The PMCs will operate at the District level and report directly to the CPMU through the PLO, except in NTB where they will report to through the MC Sub-Team Leader. They will coordinate with their counterparts in the DPMU as well as with the DTC in their respective districts.
106. Existing PMCs will be nominated by the CPMU to join the Consultant's team. Refer to Section 5.3 for details.

Scope of Services

107. The PMC will undertake the following tasks.

- Through regular reviews of project documentation and regular visits to project-assisted communities, carry out quality assurance (QA) of project activities from initial road show and village selection through to preparation and implementation of CAPs. In particular the reviews will include quality assurance of project processes. Through this process the PMC will identify and seek solutions to identified implementation problems as early as possible.
- Collect and analyze sustainability indicators for the draft CAPs (Step 2 of Sustainability Monitoring System) as part of the CAP review process prior to final acceptance by the community.
- Check the preparation of data for the MIS by other stakeholders for completeness and accuracy of inputs including Steps 1, 3 & 4 of the Sustainability Monitoring system, and other MIS as appropriate⁶. Follow up with appropriate stakeholders to ensure completion as appropriate.
- Review and certify district level progress reporting prepared by the DPMU with support from the DTC (Package F) district level consultants and facilitators.
- Provide guidance and technical support to CFTs through the DPMU, to improve compliance with implementation process requirements, particularly in relation to procurement and financial aspects (including village level financial management). Liaise with DTC district level consultant and community facilitators to develop and advise on CFT training and capacity building requirements, in consultation with the DPMU.
- Meet with community members (from the VIT and others) to assess the communities' satisfaction with the quality of services provided to them by the project, including their assessment of training and support provided by project staff for community mobilization, preparation and training for CAP development, WSS facility planning, operation & maintenance, management of WSS and health and sanitation services, and financial management by the VIT.
- Conduct process monitoring of key community level activities and decision making processes to ensure active, gender and poverty inclusive, community participation throughout the village implementation process from initial assessment and planning through to implementation and subsequent operation and management of water and environmental sanitation facilities and services.
- Work closely with the CFTs and DTC district level consultants to review project cost estimates and procurement processes, including review of VIT documentation of disbursement of block grant funds, expenses for procurement and materials and equipment (and civil works if required), and valuation of community labor and local material contributions.
- Work with DPMUs and communities (as required) to check financial management is being undertaken in accordance with project requirements.
- Work with DPMUs to prepare the district level PMR for submission to the Provincial Secretariat/PLO utilizing inputs from the DTC (Package F) and DPMU management and staff.

⁶ Including CAP database, capacity building/training database, and the post construction census.

- Support the PLO in conducting post reviews of the VITs; and reviewing the financial and procurement processes and procedures for all project activities undertaken at DPMUs.
- Share lessons learned with PMCs in other districts through reporting and liaison through the PLO.

Qualification Requirements

108. The PMCs shall be nationally experienced consultants. They should be university graduates in civil/environmental engineering, water & sanitation engineering, or other appropriate discipline, with at least 5 years but preferably no more than 15 years experience in rural infrastructure development and financing. The consultant should fulfill the following criteria:

- Working experience in rural community development and financing, at least 5 years (essential).
- Experience in developing Detailed Engineering Design (DED) and cost estimate (RAB) for WSS or other rural infrastructure facilities (essential).
- Experience in preparing SPM (preferred).
- Willingness to work closely with communities as well as project staff on a regular basis (essential).
- Good computer literacy skills including a high degree of competence in the use of the MS Office software suite including word-processing, email, spreadsheet, and presentation packages.

Reporting and Deliverables

109. The PMCs shall be responsible for the following deliverables: (a) regular reports on routine monitoring and quality assurance reviews including community level process assessments; (b) Sustainability Monitoring data for Step 2; (c) recommendations for CFT training/capacity building needs; (d) district level PMR (which requires inputs from the DTC and DPMU management and staff); and (d) other deliverables as requested by the PLO.

7.3. PROFESSIONAL SUPPORT TEAM - JAKARTA

110. The Consultant should carefully consider the requirements for support and junior professional staff to support the MC Sub-team. The following are considered essential positions but Consultant should make his own assessment including particular consideration of the support requirements for the member of the Core Team who is nominated as Sub-team Leader.

7.3.1 Accountant - Internal Financial Control and VIT Bookkeeping

Scope of Services

111. The Accountant - Internal Financial Control and VIT Bookkeeping (AIFCVB) provides additional resources to support the FS and the IA in undertaking their scope of works. Detailed allocation of activities between the AIFCVB and the FS and IA will be determined by the MC. However key areas for AIFCVB support are likely to be those involving peak workloads including:

- Analysis and preparation of materials for the PMR; and
- Assistance with the implementation of CAP reviews in 5% of villages.

Qualification Requirements

112. The Accountant - Internal Financial Control and VIT Bookkeeping should be a nationally experienced consultant with an S1 degree in accounting or finance and at least 3 years practical experience in project finance/accounting. Experience working on donor-financed, community-based infrastructure development projects is preferred. Strong computer skills, including a high degree of competence in the use of MS Windows, and MS Office software

suites including word-processing, internet/email, spreadsheet, database and presentation packages, are essential.

Reporting and Deliverables

113. The AIFCVB will assist the FS and IA in the preparation of their respective deliverables.

7.3.2 MIS Infrastructure and Web Manager

Scope of Services

114. The MIS Infrastructure and Web Manager (MISM) will be responsible for: (a) assisting the M&E/MIS Specialist to implement agreed improvements to the project M&E/MIS systems and procedures; (b) operation and maintenance of the project website including regular posting of new material; (c) maintaining the CPMU project MIS infrastructure (LAN etc); (d) providing general IT support to the centrally based project team (CPMU and consultants); (e) developing procedures and systems for effective and efficient use of project IT infrastructure and systems including the Web and the LAN; (f) providing training in the use of project IT systems generally; (g) assisting the Database Programmer with more complex applications; and (h) provide other IT related support to the MC team as required.
115. The MISM shall report to the M&E/MIS Specialist in undertaking this role.

Qualification Requirements

116. The MISM should be a nationally experienced consultant and have an S1 qualification in information technology and broad capability in (a) operation and management of Windows based operating systems and application software; (b) Website operation and maintenance; (c) IT infrastructure (including LAN, WIFI and broadband) operation and maintenance.

Reporting and Deliverables

117. The MISM deliverables will include: (a) enhancement of the project M&E/MIS systems and procedures in accordance with agreed requirements; (b) effectively operating and maintained project website; (c) effectively operating CPMU MIS infrastructure, systems and procedures; (d) training materials; (e) database applications; and (f) other deliverables as requested by the M&E/MIS Specialist.

7.3.3 Database Programmer

Scope of Services

118. The Database Programmer (DP) will be assist the M&E/MIS Specialist with: (a) general project database, application software, and reporting system development, enhancement and implementation⁷; (b) enhancement and implementation of the Sustainability Monitoring System; (c) preparation of routine reports. In addition, the database programmer is responsible for reviewing compliance and ensuring accuracy and reliability of data received and processed; (d) training of project staff in the used of database applications; and (e) providing other database related support to the MC team as required.
119. He/she will report to the M&E/MIS Specialist in undertaking this role.

Qualification Requirements

120. The Database Programmer will be a nationally experienced consultant and should have an S1 qualification in information technology and strong capability in development of database applications using Windows based database applications including MS Access.

⁷ Including Sustainability database, CAP database, Capacity Building/Training database and Post Construction Census database.

Reporting and Deliverables

121. The Database Programmer will be responsible for the following deliverables: (a) database applications as required by the MC team; (b) database reports; (c) training materials related to database utilization; and (d) other deliverables as requested by the M&E/MIS Specialist.

8. TRAINING AND CAPACITY BUILDING

122. As noted in the TORs for the various positions in the MC team, the MC is required to support the project through provision of specific training and capacity building services. These services will include the following:

- Training for MC team members;
- Support to the CPMU Central Implementation Team in the provision of training and capacity building services to project stakeholders (communities, consultants and government personnel).

123. The training will be provided through a range of mechanisms and approaches including:

- Routine meetings and workshops held as part of the normal day to day MC activities;
- Routine and special project meetings involving the CIT and DITs held as part of routine project management;
- On the job training in the course of routine project activities;
- Specific training & capacity building activities through specific events usually arranged by others.

124. The Technical Consultant (Package B) has overall responsibility for the planning and coordination of training activities initiated by the CPMU. The DTCs (Package F) also have specific training responsibilities at the provincial and district level particularly for CFs and communities. The MC will support the training by these teams through the provision of MC personnel to act as resource persons and trainers as required from time to time. MC personnel will also support the TC and the DTCs in the overall planning and implementation of training activities at various levels of the project implementation (central, provincial, district, community).

125. While much of the capacity building and training has been undertaken in earlier stages of the project there remains a requirement for ongoing activity in these areas particularly in the new districts in Sulawesi. Much of the training and capacity building in the final stages of the project are expected to be in the form of on-the-job training and mentoring rather than formal training.

9. EXPECTED OUTPUTS

126. The key outputs from the MC team are described above under the individual scope of services for the MC team. Table 3 below provides a consolidated list of key outputs and clarifies the responsibility for their delivery in terms of primary responsibility and support or assistance roles. Refer to Appendix B of the Contract for detailed requirements in relation to reporting.

Table 3: Key Outputs

Output/Deliverable	Primary responsibility	Support/assist	Clarification
Inception Report	Sub-team Leader	As required	

Output/Deliverable	Primary responsibility	Support/assist	Clarification
Project Management Report (including Annual Consolidation)	Sub-team Leader	M&E/MIS Specialist, FS, PS, PLO, PMC, AIFCVB	Volume 2 is primary responsibility for MC. PTL will prepare Volume 1 based on data from the MC.
MC Progress Report (Monthly and Final) <ul style="list-style-type: none"> • PMC Report (district) • PLO Report (provincial) • Overall Project Report • Final Report 	PMC PLO Sub-team Leader	As required	The Final Report will replace the last Monthly Progress Report and will provide a comprehensive overview of the MC inputs, issues, outputs and outcomes. Detailed requirements will be determined in consultation with the CPMU..
Special Reports	Sub-team Leader	As required	In response to issues arising and/or CPMU requests.
Supervision Mission responses	Sub-team Leader	As required	Based on recommendations of Supervision Mission.
Preparation of recommendations for changes in policy and procedures	Sub-team Leader	FS, PS, IA, PLO	
Training programs and workshops including preparation of training outcome reports	Sub-team Leader	PLO and others as required	Specific inputs dependent on training/workshop topic. Liaison with TC Capacity Building Advisor required.
M&E/MIS review	M&E/MIS Specialist	FS, PS, IA	
Website operations report	M&E/MIS Specialist	MISM	Routine reporting as required (incorporated in MC Monthly Progress Report). Specific reports in response to CPMU requests.
LAN operations report	M&E/MIS Specialist	MISM	
M&E/MIS improvements	M&E/MIS Specialist	MISM, DP,	Support from others as required – depending on improvements.
PMR financial inputs	FS	AIFCVB, PLO, PMC	
Project financial records	FS	AIFCVB	
Budgets and financial projections	FS	AIFCVB	Liaison with PTL.
Withdrawal application support to CPMU	FS	AIFCVB	

Output/Deliverable	Primary responsibility	Support/assist	Clarification
Audit and review follow-up	FS, IA	As required	Includes interim audit, annual audit, formal post and prior reviews and routine monitoring
CPMU CAP reviews	Sub-Team Leader	FS, PS, IA, PLO, PMC	5% of CAPs on an annual basis.
AusAID Quarterly Financial Report	FS		Liaison with PTL.
PMR procurement and contract management inputs	PS		Liaison and coordination with CPC and PTL. Technical inputs from TC and other sources as required.
Procurement Plan and detailed Procurement Schedules	PS		
Procurement documentation including advertisements, TORs, RFP, NOL requests, contract documents,	PS		
Maintenance of procurement and contract management records.	PS		
Preparation of recommendations for changes in policy and procedures	Sub-team Leader	FS, PS, IA, PLO	
Reports on follow-up actions from audit and review activities (internal audit, annual audit, post reviews, CAP reviews, routine monitoring etc.)	IA	FS, PS, PLO, PMCs	
Provincial PMR consolidation	PLO	PMCs	In consultation with Provincial Secretariat and DPMUs.
Post Review Report	PLO	PMCs	10% of completed villages.
Training needs assessment for district level procurement and financial aspects	PLO	PMCs	Liaison and coordination with TC Capacity Building Specialist.
Quality assurance reviews of CAPs and CAP processes	PMC		Does not include quality control of design and construction.
Completion of Sustainability Monitoring for Step 2	PMC		
CFT training needs assessment	PMC		Input to DTC TNA.
Coordination of data compilation for district level PMR	PMC		Key data to be sourced from DTC and DPMU.

Output/Deliverable	Primary responsibility	Support/assist	Clarification
Inputs for the Project Completion Report	Sub-team Leader, M&E/MIS Specialist, FS	MISM	Liaison and coordination with PTL on specific requirements.

ANNEX A: WSLIC-2 MANAGEMENT ORGANIZATION STRUCTURE

*******INSERT ANNEX A HARD COPY - from separate file*******

ANNEX B: MIS INFRASTRUCTURE INVENTORY

1. Local Area Network and Wireless

LAN serving CPMU based consultants and counterparts. Details as follows:

- Computer server with Microsoft Windows 2000 Advance Server operating system;
- Computer file server with Microsoft Windows 2000 Advance Server operating system;
- Approximately 20 connected workstations;
- Approximately 12 additional workstations connected to the Wireless LAN;
- Wireless LAN with 384 Kbps bandwidth.

2. Internet Access

Internet service provider – IndoNet using ADSL Speedy 384 Kbps with the following hardware:

- Zynel external modem;
- Computer server gateway;
- Maxtor 200GB external hard disk.

3. Website

- Webhosting 1 GB;
- Database with Microsoft SQL server;
- MS Net Frame network;
- ASP.NET programming language.

4. Databases

- Generally using Microsoft Access for design;
- Sustainability Monitoring MIS for districts;
- Sustainability Monitoring MIS for provinces;
- CAP database;
- Capacity building/training database;
- Post construction census database.