

COWI Profile

An overview of the organisation and experience of the Consultant is provided below. Appendix III provides more detail.

A. COWI Mozambique

COWI, Lda. is a Mozambican consulting company with over fifty national and foreign consultants, offering a combination of local experience and international specialist expertise. The company provides consulting services in key specialist areas, such as socio-economic research, programme management and technical assistance, engineering and the environment.

Our consultants

Most of our specialists have academic and professional training in human sciences; many are anthropologists, economists, geographers, sociologists and political scientists. We also employ experienced, knowledgeable specialists in other areas such as engineering, fund management, institutional development, human resources, rural development, the environment and communication.

In addition to our permanent consultants, we have a considerable number of associate consultants in Mozambique who, together with COWI group consultants, enable us to offer multidisciplinary teams to meet the needs of any project and client.

Our services

COWI Mozambique dedicates its efforts in providing high quality consultancy services within our areas of expertise. The diagram (Figure A) below illustrates COWI's departments and areas of expertise.



Figure 1: COWI Mozambique Departments and Areas of Expertise

Of these, the departments are described in more detail below.

Engineering, Environment and Water Department

This department provides a variety of services for a wide range of public and private sector organisations around the development of large-scale infrastructure and private sector investments, for example, extractive industries and industrial developments.

The *Environmental sector* has a comprehensive knowledge of the different Mozambican ecosystems and the challenges they face, combined with a solid understanding of traditional management of natural resources and local customs and ability to speak some of the local languages. The **company is licensed by the Ministry for the Coordination of Environmental Action (MICOA) to provide environmental impact assessment and environmental audit services** (see Appendix I and II).

On the other hand, the *Engineering sector* is currently being built-up with a focus on large scale infrastructure investments within roads, railways, airports and ports. Our aim is to bring to the market a well-established national consultant with extensive local knowledge and insight that can draw on the vast regional and global resources at COWI Group level to provide a one-stop-shop covering all aspects and disciplines within these fields

Additionally, the *Water sector* in COWI offers a wide variety of services within water supply, sanitation (rural, urban and peri-urban) and water resource.

The main services within our portfolio comprise the following:

Our main areas	What we can offer
<p>› Environment</p> 	<ul style="list-style-type: none">➤ Inventories of natural resources;➤ Community development initiatives;➤ Environmental education;➤ Environmental assessments (e.g. complete and simplified environmental impact assessments, strategic environmental studies);➤ Environmental management (e.g. management plans for prospecting and exploration, environmental management plans, environmental management systems);➤ Specialist studies (e.g. noise, air quality, water quality, traffic, biodiversity, soils, solid waste, health and safety);➤ Risk analysis;➤ Environmental monitoring and inspection;➤ Environmental audits;

Our main areas

What we can offer

> Engineering



- Climate change studies.
- Identification;
- Viability Studies;
- Preliminary Project and / or Detailed Design;
- Tender and Evaluation documents;
- Works Inspection;
- Technical Audits and Evaluations.

> Water and Sanitation



- Management of water resources, including planning hydrographical basins;
- Identification, formulation, and evaluation of projects in the above-mentioned areas;
- Baseline studies on “willingness to pay”, and impact studies in the above mentioned areas;
- Development of policies and programmes, formulation of strategies, and master plans for the water sector.

SOCIAL AND ECONOMIC STUDIES

Study Areas and Services Provided

The Department of Social and Economic Studies (SES) is divided into six specialist areas. These are: (i) Social Studies and Governance, (ii) Economic Studies and Human Capital Development, (iii) Social Development Studies, (iv) Resettlement and Land Planning and (v) Agriculture and Rural Development.

The department specialises in the design and implementation of complex studies using quantitative, qualitative and participatory methods. These include: baseline studies, social impact and health studies, beneficiary assessments, studies on willingness and ability to pay for services (WTP), knowledge, attitudes and practices (KAP), satisfaction with public services, among others.



The SES Department is also responsible for preparing policies, strategic planning, institutional capacity building and technical assistance, programme monitoring and evaluation (M&E), evaluating sectors, and the impact of programmes.

Finally, the department designs and implements Resettlement Action Plans for public and private infrastructure development programmes as well as land planning studies.

The studies conducted in the Department involve various sectors, including health, education and agriculture. The thematic areas covered include governance, poverty, HIV/aids and gender.

The specific services in each specialist area are explained in more detail below:

Social Studies and Governance

The strong Social Studies and Governance area designs, and conducts complex studies and conducts social research using quantitative, qualitative and participatory methods, as well as project planning, implementation and management. It also undertakes baseline studies, impact assessments, beneficiary assessments, studies on willingness, and ability to pay for services, and others. Its command of different social research methodologies and effective data collection for social analysis means that the area is strategically placed to provide in-house services to our other departments and service areas, as well as external clients.

This specialist area also works in the governance field, in particular on decentralisation, provision of public services and their relations with citizens, planning and public administration.

Economic Studies and Human Capital Development

This specialist area is divided into two large service provision components: Economic Studies and Human Capital Development.

The Economic Studies component does economic analysis of: (i) organisations and their environment, and (ii) economic sectors and the determinants of their operation and links. It also does studies on economic policy formulation and decision making processes. In addition, the area studies the product and its placement in a competitive market, and designs and feeds the database of relevant supporting statistical information.

The Human Capital Development component helps organisations with their personnel recruitment and selection processes, the design of professional career plans, payroll, funds management, and coaching. We also provide short courses in specialist areas and also do diagnosis of the operation and functionality of organisations and the relevant functional modifications.

Social Development Studies

The specialist social development studies area provides services on the preparation of policies, strategic planning and technical assistance, for the design of monitoring and evaluation systems, structures and tools, covering a wide range of intervention topics such as: health, education, gender, human rights and domestic violence.

It also conducts baseline studies, studies on vulnerable groups, impact assessments, KAP studies and programme evaluations.

Resettlement and Land Planning

Work in the resettlement field comprises: (i) preparation of Resettlement Policy Frameworks; (ii) preparation of Resettlement and Compensation Frameworks; and (iii) implementation of Resettlement and Compensation Frameworks.

Land Planning includes the preparation and elaboration of Land Use Plans, General Urbanisation Plans, Partial Urbanisation Plans and Detailed Urban Plans.

Agriculture and Rural Development

The specialist Agriculture and Rural Development area conducts studies in the agriculture and rural development field to identify sub-sectoral strategies and policies. It also identifies and formulates projects, and does baseline studies, programme impact assessments, value chain analysis, programme management, as well as designing programmes to promote small farmers and rural SMEs.

PROGRAMME MANAGEMENT AND TECHNICAL ASSISTANCE

The Programme Management and Technical Assistance Department provides medium to long-term programme management services such as, socio-economic development projects, fund management, technical assistance programmes and governance projects.

The department organises management units for this kind of project implemented by the company, and also provides the necessary advice on the operation of these units.

The department guarantees quality and efficient management for medium to long-term projects, with quality control of the contracted products ensuring the effective delivery of these products, as well as dialogue and communication with clients.

COWI, Lda. has valuable experience in programme management acquired over many years of working in various successful long-term projects.

COWI, Lda. is currently implementing various large, complex projects. Some of the ongoing or recently concluded projects implemented by the company are presented below.

IMPLEMENTING AMBITIOUS PROJECTS

COWI, Lda. is currently implementing several ambitious projects. Below are some examples of ongoing projects or projects recently implemented by the company.

Citizenship Engagement Programme (CEP)

COWI, Lda is implementing the Citizenship Engagement Programme (CEP) for the United Kingdom Department for International Development (DFID). The objective of the programme is to raise awareness of citizens' rights, as the starting point for their involvement in monitoring the quality of health and education services.

The programme will last 4 years and 9 months and be implemented in 20 districts in 4 provinces (Gaza, Nampula, Zambézia e Tete).

Civil Society Support Mechanism (MASC)

The Civil Society Support Mechanism (MASC) is an eight-year programme implemented by COWI, Lda. and financed by the United Kingdom Department for International Development (DFID) and Irish Aid. The objective of CSSM is to improve governance and accountability to Mozambican citizens, by strengthening and diversifying the involvement of Mozambican civil society organisations (CSOs) in governance monitoring and advocacy. The MASC gives CSOs access to the following kinds of support:

- 1 Funds and technical support for CSOs to carry out monitoring and advocacy activities, and develop competence and skills related to these activities;
- 2 Build the organisational capacity, and strengthen the internal governance of CSOs, with information and resources for learning, including using the experience of other CSOs.

COWI, Lda. has created a Management Unit containing specialists in governance, fund management, monitoring and evaluation, accounting, internal administration and communication.

The areas covered by Technical Assistance are strategic management, organisation and planning, contract management, procurement, financial management, human resource development, coordination of co-operating partners, and interaction with external institutions related to the National Directorate of Water.

Local Dialogue for Good Governance Programme

The “Local Dialogue for Good Governance Programme” is a five-year programme to improve and strengthen communication, and accountability between government and citizens, with a particular focus on women and youth. The programme is being implemented by a consortium of Mozambican and international organisations (DAI, COWI, CESC and IDS), in partnership with civil society organisations and municipal governments. The programme will operate in five municipalities in the country’s three regions (south, centre and north): Beira, Maputo, Quelimane, Nampula e Tete.

Impact Assessment of the Provincial Scholarship Programme

The Provincial Scholarship Programme implemented by the Ministry of Education is intended to create balanced opportunities for access to higher education in the different provinces. The main objective of the COWI consultancy is to assess the impact of implementation of the Scholarship Programme nationwide based on the following criteria: relevance, impact, viability and balanced investment.

Report Cards on Satisfaction with Maputo Municipality Services

The Maputo Development Programme (PRO MAPUTO) has been producing annual citizen report cards that assess their satisfaction with the services provided by the municipality. Report cards have been produced since 2006 using a specific methodology to assess governance issues, and define priority areas for investment and development in the municipality. COWI was contracted to conduct the research for the year 2009/2010.

Community Health Impact Assessment

The American Petroleum Corporation, Anadarko, is exploring Liquefied Natural Gas (LNG) in the northern Cabo Delgado province in Mozambique. As part of the preliminary studies, Anadarko must conduct a health impact assessment (HIA) to obtain a licence to implement the project. COWI, in association with Shape Consulting, conducted the health impact assessment in the community observing the 2012 version of the IFC Performance Standards (PS).

B. The COWI Group and COWI A/S

COWI Mozambique is a fully owned member of the COWI Group.

COWI Group is based in objectives, values, business systems, projects and the management of common quality. With headquarters in Denmark, the regional organization of COWI, until now, extends to a series of permanent offices in Europe, Africa and the Gulf Arabian as well as USA, Canada, China and South Korea. The COWI Mozambique is a member of the COWI Africa, which in addition to Mozambique, includes subsidiaries in Tanzania, Uganda, Zambia and Zimbabwe.

COWI A/S is a private Company limited with the Foundation COWI as the largest shareholder.

A brief representation of COWI is presented in Figure B below.

Key Business and Organization

The Group COWI provides a wide range of consulting services in multidisciplinary areas such as the environment, engineering, economics, social development and management.

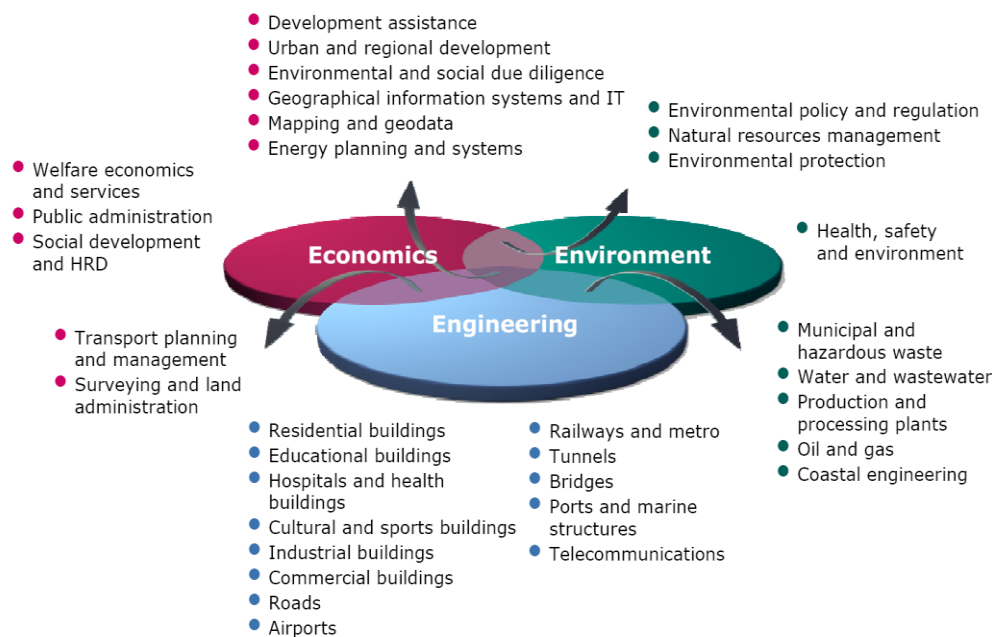


Figure B: COWI's services

COWI Group has rendered independent multidisciplinary consulting services to public and private clients throughout the world in close to 80 years. COWI has carried out more than 85,000 projects in over 124 countries, mainly in Europe, Asia, the Middle East, Africa and the Americas. The company is currently engaged in about 15,000 projects within a wide range of disciplines.

Geographical Coverage of the COWI Group

The main office of the COWI A/S is located in Copenhagen and is supplemented with 13 offices all over Denmark.

COWI Group maintains various subsidiaries and affiliated companies in Europe, Middle East, Africa, Asia and the Americas. In Africa, the COWI Africa has offices established in Mozambique, Tanzania, Uganda and Zambia.

Independence

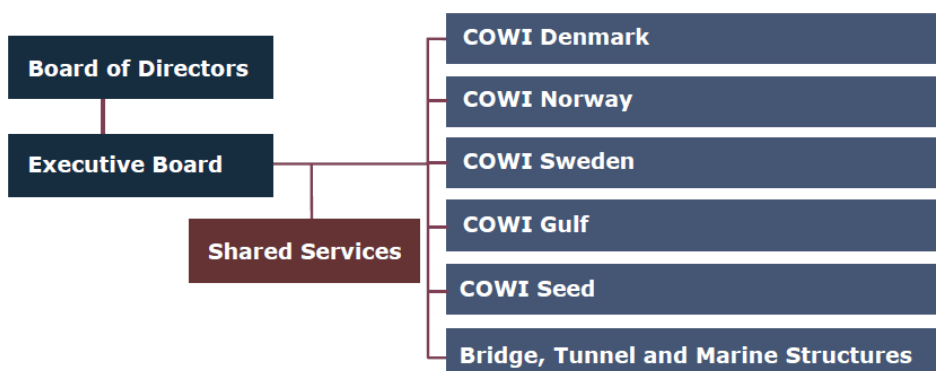
COWI Group holds absolute independence of subcontractors, manufacturers and suppliers and is not associated with any interest which may interfere with your work as a consultant.

Organization

COWI Group is organized into seven business units professionals in Denmark and a group of subsidiaries and offices in the rest of the world.

To meet the growing demands of contractors to seek locally consulting services international, the Group COWI is organised in a coherent network – OneCompany Network. The network includes four regions Denmark, Norway, Sweden and Gulf of Arabias and a great line of business - bridges, tunnels, and Offshore Structures. In addition to these four regions and our major lines of business, the COWI also consists of COWI SEED (emerging markets in Eastern Europe and Central America and Africa) together with lines of global business in the areas of mapping, airports and railroads hospital buildings. This organization ensures that all business units can, within the vast international experience of the Group, work experience in direct dialog with the local/regionals/globals Contracting.

Organization of the Group COWI:



C. QUALITY MANAGEMENT SYSTEM

The primary objective of COWI is to supply the customer with professional services of the highest quality. In order to achieve these objectives, COWI gives high priority to quality management, and all COWI Group entities have a fully implemented Quality Management System which conforms to ISO 9001:2008. In addition, the COWI Quality Management System complies with the EFCA and the FIDIC publication: Guide to the Interpretation and Application of the ISO 9001:2000 Standard for the Consulting Engineering Industry.

COWI's **Quality Management Manual** and **Management Manual for Health, Safety, Environment and Social Responsibility** determine the basis and framework of the internal requirements for quality management and HSES management. These manuals are supplemented with written procedures, forms and checklists. Quality management and HSES management are addressed at all stages of the project cycle and throughout the project implementation period. For each project a quality plan is drawn up, describing the specific quality activities of the assignment. The quality plan sums up the specific plans and controls for the project.

In addition, the COWI Quality Management System complies with the EFCA and the FIDIC publication: Guide to the Interpretation and Application of the ISO 9001:2000 Standard for the Consulting Engineering Industry.

In response to growing market demands, COWI Group took the strategic decision that all group entities have to be ISO 9001 certified before the end of 2014. The certification process is done at a division level, and all business units in COWI A/S (our mother company) will have obtained ISO certification by the end of 2013 – this includes Business Unit 3 (Environment), who would be the primary partner for the present engagement.

COWI Moçambique has a fully implemented Quality Management System, as required by Group directives (see description above and QM manual attached as Annex A). Further, COWI Moçambique is in the preparatory stages for obtaining the ISO 9001 certification, and on track to apply for this in 2014.

COWI Group is not certified in ISO14001 but has an HSE policy. COWI Moçambique also does not have an ISO14001 certification, and no immediate plans to apply for this. Appendix V presents COWI Moçambique's **HSE Policy**.

D. CREDIBILITY AND BUSINESS INTEGRITY

Credibility and integrity have always been at the backbone of COWI's values and any action that might call this in question is unacceptable.

Our Business Integrity Management System ensures that credibility, integrity and good corporate governance remain the basis of the work values. This code of conduct and business integrity policy is applied to the global COWI network:

- 1 We wish to maintain impartial and independent and contribute globally to a fair conduct of business, avoiding extraneous influence on selection, execution or compensation procedures.
- 2 We will not in our services or in any other activity, directly or indirectly, accept bribery, extortion, fraud, collusion or any other undue business activity.

We are responsive to local practice, we respect cultural diversity, and social responsibility is high on our agenda. The COWI group is part of the UN Global Compact and has integrated the ten principles of the compact in respect of responsible business conduct and ethics.

The Business Integrity Management Programme meets the guidelines issued by ICC (International Chamber of Commerce) and FIDIC (International Federation of Consulting Engineers).

