TERMS OF REFERENCE

ICLEI - LOCAL GOVERNMENTS FOR SUSTAINABILITY
- AFRICA SECRETARIAT

ICLEI Africa seeks to appoint a professional service provider to a) develop a training package for virtual and online capacity building and learning and b) provide technical assistance for effective communication, profiling and dissemination of the online training package.

Bids due: 25 July 2020
Appointment: 30 July 2020

Email bids and technical queries to Jessica Kavonic, jessica.kavonic@iclei.org

Please indicate interest for submitting a bid and any queries by 17 July 2020, so responses to queries may be shared with all bidders.

Bids will still be accepted if interest is not indicated, but bidders must accept that they may not have received the responses to questions other bidders may have received.
Terms of Reference

As a contribution to the Urban Natural Assets (UNA) programme, described below, this Terms of Reference relates to supporting ICLEI Africa with the technical assistance required to convert capacity building content and programmatic outputs into an innovative, interactive and dialogic package for online capacity building and learning. The service provider is then required to develop and implement a communications and dissemination campaign to profile the online training package. The service provider is expected to only undertake work indicated within this Terms of Reference.

BACKGROUND

This Terms of Reference is for a portion of work that forms part of the broader programme: Urban Natural Assets for Africa, which ICLEI Africa is implementing utilising funding from the Swedish International Development Cooperation Agency (Sida) through SwedBio at the Stockholm Resilience Centre. A project description is provided below to give the context in which this Terms of Reference takes place.

The UNA programme is designed to support local governments in Africa in addressing the daily challenges they experience around protecting and revitalising their urban natural assets. It specifically seeks to improve human well-being, contribute to poverty alleviation and build climate resilience through integrating nature-based solutions into land-use planning.

Since the programme’s initiation in 2014, three flagship projects have been developed under the UNA umbrella: Urban Natural Assets for Africa (UNA Africa), Urban Natural Assets for Africa: Rivers for Life (UNA Rivers) and Urban Natural Assets for Africa: Coasts for Life (UNA Coasts). Projects share several common overarching objectives. Broadly, they aim to:

- Support the exchange and co-production of knowledge through dialogue between important parties in participating cities.
- Encourage key stakeholders to co-ordinate activities and work together towards integrating nature-based considerations into land-use planning and decision-making processes.
- Build capacity and provide access to a wide variety of informational resources and tools that have been adapted to the African context.
- Improve awareness of nature-based solutions through capacity building.
- Mobilise project activities through alignment with international policies and processes (such as the Aichi Biodiversity Targets, the Paris Agreement and the Sustainable Development Goals).
- Connect local communities with nature to promote appreciation and human well-being.
- Create and enhance sustainable livelihoods at the local level.
For more information on the UNA programme please see: https://cbc.iclei.org/project/una-rivers-life/

The UNA programme cities are: Addis Ababa (Ethiopia), Lilongwe (Malawi), Dar es Salaam (Tanzania), Kisumu (Kenya), Kampala and Entebbe (Uganda), Nacala and Quelimane (Mozambique).

The UNA team have co-developed an array of capacity building content and developed a wealth of programme outputs. This content forms the basis of This Terms of Reference.

KEY DELIVERABLES

The objectives of assignment are:

- Review all capacity building content and programmatic outputs of the UNA initiative;
- Convert the capacity building content into an innovative, interactive and dialogic package for online training, capacity building and learning;
- Design a communications and dissemination campaign for effective profiling of the virtual capacity building and learning package and
- Implement the communications and dissemination campaign.

In order to meet the requirements of this Terms of Reference, the appointed service provider is expected to undertake the following deliverables:

Deliverable 1: Review content under the UNA programme

At the inception of the assignment, the service provider should assess the capacity building ideas and content that have been proposed by the UNA team. This assessment includes:

- Interviewing representatives from the UNA programme team to better understand the proposed ideas, content and supporting programme outputs;
- Interviewing representatives from the UNA programme team to better understand the context of working in African cities;
- Reviewing the programme outputs to inform how they can be integrated into the online capacity building and learning package; and
- Reviewing studies/reports conducted by the ICLEI Africa team into data usage and online support recommendations for African cities.
The above exercises to culminate in:

- An Inception Report (*Deliverable 1*) which details the proposed process, approach, and timeline for the tasks and deliverables associated with the assignment.
- Development of an online learning strategy (*Deliverable 2*) which shall be presented to ICLEI Africa for feedback. This strategy should outline the proposed aim, objectives, structure and design of the capacity building and learning package.

**Deliverable 2: Development of online training package for capacity building and learning**

The service provider is then expected to convert the knowledge and perspective gained in the inception phase into practical content and tools for online training, capacity building and learning. This is to culminate in an e-learning package. (*Deliverable 3*).

The package should be highly interactive and engaging, prioritising dialogic methodologies for capacity building and learning. The exact approach to the online training package should be detailed in the service providers’ technical proposal and further elaborated in the online learning strategy (see Deliverable 2), but could include videos, narrated presentations, tools, interactive games, template forms, spreadsheets and other materials that can be distributed during online trainings. The online training package should also include mechanisms for testing stakeholder comprehension (e.g. section quizzes/unit tests).

The following considerations should be made by the service provider during the design and development of the online training package:

- The target audience for the training package is African decision makers (based at local and sub-national levels of government);
- It should support the institutionalisation of the knowledge disseminated through the trainings by making it easily accessible to city staff or other stakeholders;
- It should be designed so that it can be implemented in African cities where internet access is limited and data is expensive;
- It should be designed with the UNA programmatic countries in mind and therefore proposal online training methods strategy that are best suited to the online/data landscape of these countries;
- It should be designed to be relevant for several years;
- It should be designed to accommodate later expansion (although the expansion itself will be outside of the scope of this assignment). The package should thus be easily revisable and expanded; and
- It should be designed so that ICLEI Africa could take the package forward should it wish to scale the package to an accredited online course.
Deliverable 3: Communications and Dissemination Campaign

The purpose of the communications and dissemination campaign is to effectively profile the online training package. This campaign should ensure ICLEI Africa is positioned as a key partner organisation for academic institutes, research organisations, funders and donors as well as other development organisations that may wish to deliver training and capacity building modules in African cities or wish to partner with ICLEI Africa for relevant content.

It is expected that a mixed media campaign will be the most effective way to reach this target group. Mediums might include, but need not be limited to: various social media platforms, interviews, press briefings and mini-videos.

Specific tasks associated with the communications and dissemination campaign will include:

- Development of communications and dissemination strategy which shall be presented to ICLEI Africa for feedback (Deliverable 4)
- Production of communications and dissemination materials (Deliverable 5)
- Execution of communications and dissemination campaign strategy and submission of communications and dissemination campaign summary report (Deliverable 6)

PROJECT MEETINGS AND REPORTING

The assignment will have a limited number of formal meetings, but it is envisioned that communications between ICLEI Africa and the service provider will continue throughout the assignment to allow for a close working relationship. The following project meetings will occur, with an assumption that all will be hosted using the remote platform Zoom:

- Inception and briefing meeting, where the process, method and outputs will be discussed and agreed
- Interviews as part of Deliverable 1 (see above)
- Feedback meetings (as part of Deliverable 1 & 4)
- Close out meeting: Meeting to discuss the assignment in full where ICLEI Africa can ask additional questions to build internal capacities
It is envisioned that this project will require between 120 - 150 days of time, with a minimum of 40% of the total project time being dedicated by a senior consultant.

The budget shall demonstrate clearly the total for professional fees, including hourly rate and the number of hours per consultant.

A total budget, including the total and VAT, is then to be provided.

The maximum budget available for this work is ZAR 900,000.00 (VAT inclusive).

### Table 1: Key Level of Effort anticipated

<table>
<thead>
<tr>
<th>Deliverable</th>
<th>Level of Effort</th>
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<tbody>
<tr>
<td>1: Inception report</td>
<td>3 staff days</td>
</tr>
<tr>
<td>2: Online training strategy for capacity building and learning</td>
<td>15 staff days (majority conducted by Senior Consultant)</td>
</tr>
<tr>
<td>3: Online training package for capacity building and learning</td>
<td>85 staff days (at a minimum 40% conducted by Senior Consultant with significant inputs from a Sustainability/Environmental Specialist)</td>
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<tr>
<td>4: Communications and dissemination strategy</td>
<td>3 staff days (conducted by Public Awareness Specialist)</td>
</tr>
<tr>
<td>5: Communications and dissemination materials</td>
<td>25 staff days (conducted by Public Awareness Specialist)</td>
</tr>
<tr>
<td>6: Communications and dissemination campaign summary report</td>
<td>20 staff days (conducted by Public Awareness Specialist)</td>
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SERVICE PROVIDER REQUIREMENTS

- Proposals must be submitted by a team of individuals (as a consortium) that together meet the requirements for team composition (see below)
- The service provider must demonstrate experience working with African cities and an ability to access the relevant information required for completion of the activities.
- The service provider must demonstrate experience in completing similar projects in Africa, in particular in developing virtual training materials.
- The service provider appointed may be based anywhere, however preference is given to African-based service providers.
- The service provider must have demonstrated skills in managing projects timeously and producing high quality outputs within short delivery periods.
- The service provider must be able to supply accurate and comprehensive financial records of project-related expenses if asked for by ICLEI Africa.
- Project implementation and/or use of funding must support and align with the objectives of the UNA programme; see background information above.
- If relevant, the service provider must ensure costs of handing over all the project reports are included in their budget considerations.

TEAM COMPOSITION

The consortium is responsible for proposing staff who are technically competent and sufficient in number to undertake the assignment. At a minimum, the consortium’s key staff shall include:

- **Team Leader and Coordinator** with a minimum of a Master’s degree/diploma in a relevant field, and 10 years of experience in project management and at least 10 years’ experience supporting the planning, design and development of online teaching strategies and materials.
- **Senior Consultant** with at least a Master’s Degree in a relevant field and 15 years of experience leading the design, development and production of teaching materials using alternative mediums (e.g. performance, video, illustration) for audiences with widely varying levels of educational attainment in Sub-Saharan Africa or other developing countries.
- **Public Awareness Specialist** with a minimum of a Bachelor’s degree in a relevant field (e.g. Education, Filmmaking, Journalism, Marketing) and at least 10 years of experience developing and implementing communication and dissemination campaigns (using alternative mediums (e.g. performance, video, illustration) for audiences with widely varying levels of educational attainment.
- **Environmental Specialist** with at least a Master’s degree in a relevant field (e.g. environmental management, sustainability sciences) and 5 years of experience providing technical assistance (preferably including to local governments) on environmental and sustainability agenda’s.

**EVALUATION CRITERIA**

Bids will be evaluated on the response to the Terms of Reference, Qualifications/Skills, Demonstrated Experience, Methodology proposed, Hourly/Daily rates, and, if a South Africa service provider, B-BBEE Criteria.

**SUBMISSION PROCESS AND TIMELINE**

The project may be active for a maximum of 4 months, starting on the 30 July 2020 and culminating on 30 November 2020.

- 06 July 2020: Terms of Reference released
- 16:00 (SAST) on 25 July 2020: Proposal submission closing date
- 30 July 2020: Service provider appointed
- 30 November 2020: Project closure

**SUPPORT TO BE PROVIDED**

The following services and resources will be provided by ICLEI Africa:

- **Resources**: ICLEI Africa will provide the service provider with all the necessary capacity building content as well as programmatic outputs.

- **Dedicated staff and timely feedback**: ICLEI Africa will designate a focal person to serve as direct point of contact for all issues related to this assignment; this staff person will be responsible for timely coordination with co-workers and others as needed. ICLEI Africa shall strive to provide timely responses to service provider inquiries.

**ACCESS TO DATA AND INTELLECTUAL PROPERTY**

All data used (that is not available from a public and open source platform) and related outputs produced are confidential and not to be shared without written permission of ICLEI Africa and the relevant government representative. On completion of the contract, the intellectual property of all outputs will be transferred to ICLEI Africa.
SUBMISSION PROCESS

Kindly submit your proposal to Jessica Kavonic at jessica.kavonic@iclei.org by 16:00 (SAST) on 25 July 2020. For any queries related to submission please contact ICLEI Africa via the email above.

Please use the subject line: Service Provider: Online training package when submitting your proposal. When submitting your proposal, please include the following information:

• Proof of all requirements for this work (see above section for requirements)
• For South African-based service providers only, provide proof of status for preferential procurement:
  a. If the service provider is based in South Africa, a B-BBEE certificate must be provided
  b. If the service provider is based in South Africa and has an annual turnover of less than R10 million and/or does not have a B-BBEE certificate, a completed and signed sworn affidavit must be provided.
• Work plan and related budget in ZAR. Each deliverable should be unpacked to include the following information:
  a. Detailed outline of the team working on each deliverable with time allocated to each deliverable (with accompanying staff per deliverable)
  b. Total number of hours/ days assigned to each task
  c. Approach and methodology
  d. Expected outcomes and results
• Curriculum vitae of each team member of service providers.
• Company profile (if relevant)
• Indicate how project implementation and/or use of funding supports and aligns with and contributes to the Sustainable Development Goals
• Risk matrix and mitigation measures (in light of Covid-19)

ICLEI AFRICA RESERVES THE RIGHT NOT TO APPOINT A SERVICE PROVIDER IN RELATION TO THIS TERMS OF REFERENCE

Please note: If you have not heard from ICLEI Africa by 30 August 2020, please note that either ICLEI Africa has decided not to appoint a service provider for this piece of work, or you have been unsuccessful in your application.

For more information on ICLEI Africa see: http://www.iclei.org/ and http://africa.iclei.org/ For more information on the UNA Rivers project see: https://cbc.iclei.org/project/una-rivers-life/