



## CALL FOR SERVICE PROVIDERS

### TERMS OF REFERENCE

## ICLEI - LOCAL GOVERNMENTS FOR SUSTAINABILITY

### - AFRICA SECRETARIAT

ICLEI Africa seeks to appoint a service provider who will develop a holistic indicator set of urban water security that is applicable to African cities, produce a methodology for assessing/reporting on the indicators, and support a workshop to apply this methodology with the City of Johannesburg to evaluate the City's baseline indicator performance.

Proposals Due: 13 January 2021

Email proposals to Lauren Arendse at [lauren.arendse@iclei.org](mailto:lauren.arendse@iclei.org)



## 1. BACKGROUND

The City of Johannesburg (CoJ) is approaching its limit of available fresh water. CoJ is heavily reliant on surface water supplied from the surrounding Integrated Vaal River System (IVRS). This system, since 2015, has been under threat due to climate change, climate variability, water losses and the delay in construction of the Lesotho Highlands Water Project Phase 2 (COJ, 2020).

The City requires a Water Security Strategy that aligns with its 2040 Growth and Development Strategy. This strategy aims to provide a roadmap to improve water security and enables the City's transitions to become a Water Sensitive City<sup>1</sup>. As part of this strategy, ICLEI Africa has proposed to baseline the City according to a set of indicators. These indicators will align to the strategy and become the reference against which the CoJ can track their progress.

Globally, there are various benchmarking and indicators that exist (CRC, 2019; Murungi & Blokland, 2016; Rodríguez, 2015; Seppälä, 2015; Cabrera *et al.*, 2011) however our team finds none of these capture the nuances of African and developing cities in a way that we feel best suits the knowledge and support our municipality members would be interested in.

## 2. SCOPE OF WORK & KEY DELIVERABLES

ICLEI Africa wants to develop a set of benchmarking indicators for urban water security, utilisation and environmental sustainability, with reference to the City of Johannesburg. To do so, we require a service provider who can co-develop and partner with ICLEI Africa to produce a comprehensive set of indicators that are sensitive to African urban contexts, and that cities can easily adapt as part of their strategies and action plans. These indicators need to be holistic and inclusive, offering guidance towards becoming resilient, liveable and sustainable water secure cities.

Responses to this ToR are welcomed from individuals or organisations who will hereafter be referred to as *the service provider*.

In order to meet the requirements of this ToR, the appointed service provider is expected to undertake the following activities:

- Investigate and review existing benchmarking and indicators used across the world for water services in cities.

---

<sup>1</sup> A Water Sensitive City is a settlement that serves as a potential water supply catchment, providing a range of different water sources at a range of different scales, and for a range of different uses; provides ecosystem services and a healthy natural environment, thereby offering a range of social, ecological, and economic benefits; and consist of water sensitive communities where citizens have the knowledge and desire to make wise choices about water, are actively engaged in decision-making, and demonstrate positive behaviours.



- Select and/or improve, through workshop or discussion with the ICLEI Africa team, relevant indicators that would suit the objectives.
- Co-produce any additional indicators that can contribute to effective performance or outcome tracking, in relation to urban water systems
- Co-establish a detailed, understandable, and easy-to-use 5-mark rating system relevant for developing cities.
- Co-develop a methodology for rating these indicators with urban water stakeholders
- Co-host indicator tracking workshops, based on the developed methodology with relevant CoJ stakeholders to arrive at a baseline rating for Johannesburg.

The expected deliverables include:

1. An inception meeting with ICLEI Africa to clarify scope and deliverables, and determine ways of working.
2. A comprehensive (electronic) report which provides:
  - a. Methodology and approach of the benchmarking framework
  - b. Details of each grouping, indicators and the rating system
  - c. Workshop details and finding for Johannesburg
3. Bi-weekly meeting check-in meetings through the project duration.
4. A workshop to conceptualise and setting up the benchmarking framework
5. A workshop for benchmarking water security indicators with the City of Johannesburg
6. A close-out meeting with ICLEI Africa to present the findings of the report

### 3. KEY REQUIREMENTS

The service provider should demonstrate conceptual knowledge and technical skills in addressing sector-specific challenges in an equitable and sustainable manner, and an ability to apply cross-cutting expertise that speaks to wider orientations such as systems thinking, and/or methodological and practical tools

#### Water Specialist

The service provider should have experience in sustainable water management planning and challenges within South African contexts. The service provider should showcase expertise in:

- Integrated water management systems
- Urban water systems, with particular reference to urban water cycles (source to sea), catchment management, bulk water provision infrastructure, ecological water systems (green & blue infrastructure), wastewater and sanitation, as well as socio-economic outcomes of limited water quality or access.



- Monitoring and Evaluation, with specific expertise in indicator design and tracking.
- Understanding policy and economic landscapes, as well as legislative requirements of water management and infrastructures.

## 4. BUDGET

The budget submitted should be organised first by Staff Time & Disbursements, which shows budget breakdown by activity. ICLEI Africa will not pay for any unbudgeted items. Please ensure the budget does not exceed R200 000.00, which is the maximum allocation for this work. Effective use of budget must be demonstrated.

## 5. SUBMISSION REQUIREMENTS

Proposals may be submitted by individuals, organisations or by a consortium of two to three (2-3) individuals. Only complete proposals, written in English, will be considered. Proposals must include the following sections:

1. Clear description of each of the proposed activities and anticipated outputs, as well as a short explanation of how each activity will be done (methods) and by whom.
2. A detailed work plan and time schedule of activities should be submitted
3. Company profile
4. Short bios of the people who will work on this project, indicating their respective roles and responsibilities.
5. CVs of relevant persons who will work on this project, detailing qualifications, skills, experience and past track record, particularly in relation to the main requirements and skills and competencies requirements for service providers as outlined above.
6. Location of your office(s).
7. The company's BBB-EE Certificate
8. Demonstrated experience: A table or list of relevant projects, including the name, project description, client, monetary value, your role in the overall project and contact details of project reference(s).
9. Detailed budget denominated in Rands (ZAR) and excluding VAT, broken down into:
  - Daily charge out rate for all members of the team for 2021, and structured according to the deliverables as shown in the above table;
  - Expenses associated with the specified activities to be implemented in 2021, including but not limited to printing and stationary;



## 6. SUBMISSION PROCESS AND TIMELINE

Please indicate interest for submitting a bid by 15 December 2020, so any responses to queries may be shared with all bidders. Bidders will not be excluded from submitting bids if notice of interest is not indicated, but these bidders will not receive responses to any queries and clarifications raised. Kindly submit your proposal to Lauren Arendse at lauren.arendse@iclei.org by 16:00 (SAST) on 13 January 2021. **At all times, please use the subject line, Service Provider: Water Security.** See the timelines for submission process and first meetings below:

### TIMELINE

7 December 2020	Terms of Reference released
4 January 2021	Deadline for sending requests for clarification or queries regarding the ToR to ICLEI Africa, if any
6 January 2021	Response to queries from ICLEI Africa
<b>13 January 2021</b>	<b>Proposal submission closing date</b>
15 January 2021	Service provider appointed
18 or 19 January 2021	Inception meeting/call with appointed service provider
Week 22 February 2021	Stakeholder Baseline Workshop
19 March 2021	Baseline Rating Report Draft
<b>1 April 2021</b>	<b>Baseline Rating Final Report Due</b>
9 April 2021	Close of Project

## 10. PROPOSAL EVALUATION PROCESS

Functionality is of utmost importance in the evaluation. Budget considerations will include a balance between a clear understanding of the scope and complexity of the task, and affordability. Refer to the list below for an indication of technical evaluation criteria. The overall evaluation scoring will be as follows: technical score – out of 60; budget score – out of 30; BEEE score – out of 10.

List of technical evaluation criteria

- Service provider qualifications. Indicator: CVs indicating skills, expertise and qualifications
- Relevant experience in the appropriate field/s of study. Indicator: track record / completed projects
- Interpretation of the scope and complexity of the task. Indicator: description of the approach to the tasks and associated methodologies
- Locality of service provider offices



## 11. ADDITIONAL INFORMATION

ICLEI - Local Governments for Sustainability is the leading global network of over 1,500 cities, towns, and regions committed to building a sustainable future. Through our collective efforts, we impact more than 25 percent of the global urban population. For more information on ICLEI Africa's work, please see <http://africa.iclei.org/> and <http://cbc.iclei.org/>.

ICLEI AFRICA RESERVES THE RIGHT NOT TO APPOINT A SERVICE PROVIDER AS PER THIS TERMS OF REFERENCE

## ANNEX

South African – preferential procurement: [Sworn Affidavit of Supplier](#)

## References:

COJ, 2020: *Drought Management Plan Draft*. City of Johannesburg.

CRC, 2019 : *How water sensitive is your city?* Cooperative Research Centre for Water Sensitive Cities Available at: <https://watersensitivecities.org.au/content/how-watersensitive-2/>

Murungi, C. and M. Blokland, 2016: *Benchmarking for the provision of water supply and sanitation services to the urban poor: an assessment framework*. International Journal of Water Vol10 (No.2/3)

Cabrera, Enrique Jr., Dane, Peter, Haskins, Scott and Theuretzbacher-Fritz, Heimo, 2011: *Benchmarking Water Services: Guiding water utilities to excellence*. IWA Publishing. DOI: <https://doi.org/10.2166/9781780400877>

Seppälä, Osmo T., 2015: *Performance Benchmarking in Nordic Water Utilities*. Procedia Economics and Finance Vol21, p 299-406. DOI: [https://doi.org/10.1016/S2212-5671\(15\)00192-6](https://doi.org/10.1016/S2212-5671(15)00192-6)

Rodríguez, M. I., Cuevas, M. M., Huertas, F., Martínez, G. & Moreno, B., 2015: *Indicators to evaluate water sensitive urban design in urban planning*. Sustainable Development, Vol. 1 p371. WIT Press. ISSN 1743-3509 (on-line). DOI: 10.2495/SD150321