



## Terms of Reference

[ICLEI Africa](#) seeks to appoint a service provider to develop four awareness-raising posters and a video for an urban water resilience project being rolled out in four Moroccan cities.

**Terms of Reference issued:** 9 February 2026

**Indicate interest to submit a bid:** 11 February 2026

**Bids due:** 5pm SAST on Friday, 23 February 2026

Bids and any technical queries can be sent to [courtney.vanniekerk@iclei.org](mailto:courtney.vanniekerk@iclei.org) and [mulesa.lumina@iclei.org](mailto:mulesa.lumina@iclei.org)

## 1. About ICLEI and the Morocco Urban Circular Water Resilience Initiative (Morocco UCWRI)

ICLEI is a global network working with more than 2500 local and regional governments committed to sustainable urban development. Active in 125+ countries, we influence sustainability policy and drive local action for low-emission, nature-based, equitable, resilient and circular development.

ICLEI Africa experts work alongside subnational governments to anticipate and respond to complex challenges, from urbanisation and climate change to ecosystem degradation and inequity. We invest in the capacity and knowledge needed to design solutions to these challenges and make decisions informed by data, scientific evidence and local realities and pressures.

Amidst pressures of rapid population growth and decreased rainfall in a changing climate, the Kingdom of Morocco's urban areas face various challenges to water resilience. These span scarce supply, non-revenue losses, insufficient infrastructure investment, flooding and ecosystem degradation, exacerbated by institutional and disciplinary fragmentation. As part of the Circular Economy in Urban Water Management Systems project, supported by the German Development Cooperation (GIZ), the Morocco UCWRI assists urban areas in developing a multi-stakeholder approach to building greater water resilience through circular economy principles and greater alignment between the spatial planning and water sectors.

This overarching objective is supported by three main areas of work:

- Capacity-building and awareness-raising among government officials, the private sector, and civil society;
- Peer-to-peer learning and engagement between Moroccan and other Mediterranean cities; and
- Establishing a multi-stakeholder action platform for the identification of potential pilot projects.

## 2. Aim of this assignment

As part of the Morocco UCWRI, ICLEI Africa is developing a **series of four posters and a video** to raise awareness about water challenges among those living in the following Moroccan urban areas: Marrakesh, Benguerir, Kenitra, and Tangier. The communications products will promote the benefits of undertaking sustainable water practices and the importance of conserving water. To make this awareness-raising campaign effective, we

require a service provider to create a series of four posters and a video for a consistent set of awareness-raising materials.

### 3. Look and feel

All communications materials must adhere to the ICLEI visual identity guidelines and the Morocco UCWRI project look-and-feel, which will be provided by ICLEI Africa. The materials should have a sleek, professional, yet creative style that resonates with the target audiences listed in section 4 and effectively raises awareness of the benefits of sustainable water practices.

To enhance relatability and impact, the graphic elements should incorporate a **distinctly Moroccan feel**, reflecting local settings, cultural symbols, colours, and everyday life. This could include elements such as recognisable landmarks, patterns, and texture.

### 4. Deliverables

<u>Phases</u>	<u>Specifications</u>	<u>Deliverables and timeline</u>
Phase 1: Inception	<ul style="list-style-type: none"> <li>Participate in an inception meeting with ICLEI Africa</li> <li>Develop a revised timeline detailing any changes discussed in the inception meeting</li> </ul>	<ul style="list-style-type: none"> <li>Attendance of inception meeting</li> <li>Revised timeline</li> </ul>
Phase II: Development of a series of posters	<ul style="list-style-type: none"> <li>Create a design approach, including fonts and patterns to be used across all the awareness-raising materials</li> <li>Design 12 icons (3 per poster) to depict water challenges faced by each city</li> <li>Develop four awareness-raising posters in Arabic (text to be provided) and English</li> <li>The posters must be able to stand alone as well as in a series</li> <li>Each poster will correspond to a Moroccan city, i.e. Marrakesh, Tangier, Benguerir, and Kenitra, and will need to reflect the specific water-related challenges faced by each city. The posters will also need to be tailored to</li> </ul>	<ul style="list-style-type: none"> <li>Agreed approach</li> <li>Submit four completed posters in the formats listed to the left</li> </ul> <p>(Each poster should be completed within two weeks of receiving the content from ICLEI Africa)</p> <p>March 2026</p>

	<p>reflect the specificities of each city in terms of look-and-feel.</p> <p><b>ICLEI Africa will supply the following:</b></p> <ul style="list-style-type: none"> <li>- Complete written text to be included on the poster in English and Arabic</li> <li>- Guidance on the overall design style and colours (to ensure the scenes appeal to the target audience)</li> <li>- Logos to be added to the poster</li> <li>- Reference photos of the relevant Moroccan cities</li> </ul> <p><b>Target audience:</b> Urban residents across the four Moroccan cities</p> <p><b>Please provide for the following stages in the process:</b></p> <ul style="list-style-type: none"> <li>• Three rounds of comments/corrections from the ICLEI Africa team at each stage of the design process.</li> <li>• Supply of the packaged, open files to the posters.</li> <li>• Supply of all the posters in print-ready and web-ready formats.</li> </ul>	
Phase III: Development of four postcards	<p>Develop a simplified version of the above posters in the format of a digital postcard, which will include the following:</p> <ul style="list-style-type: none"> <li>• Name of the city</li> <li>• City logo</li> <li>• Slogan</li> <li>• Photo of the city or visual element</li> </ul> <p>Please provide for the following stages in the process:</p> <ul style="list-style-type: none"> <li>• Three rounds of feedback from the ICLEI Africa team at each stage of the design process.</li> <li>• Supply of the packaged, open files to the postcards.</li> </ul>	March 2026

	<ul style="list-style-type: none"> <li>Supply of the postcards in print-ready and web-ready formats.</li> </ul>	
Phase IV: Development of one video	<p>Create a <b>simple, 1-2 minute explainer-style animation</b> on the importance of saving water, drawing inspiration from the visual look-and-feel of the four city-specific posters developed for the project. While the video should be visually cohesive with the posters, the video content will be more general.</p> <p><b>Work approach:</b> ICLEI Africa will collaborate with the appointed service provider to co-develop the video's visual concept and storytelling</p> <p><b>Video guidelines:</b></p> <ul style="list-style-type: none"> <li>Use <b>simple animation</b>: transitions, motion graphics, minimal text</li> <li><b>Explainer-style visuals</b>: convey the message clearly without relying on audio</li> <li>Minimal text: key slogans or phrases only in 2 languages onscreen</li> <li>No voiceover; optional background music or subtle sound effects</li> <li>Four city-specific closing slides (one per city)</li> </ul> <p><b>Target audience:</b> Urban residents across the four Moroccan cities. The video will be played primarily in government buildings. Secondary target audiences include schools, conferences and events, and social media.</p> <p><b>Please provide for the following stages in the process:</b></p> <ul style="list-style-type: none"> <li>Three rounds of comments/corrections from the ICLEI Africa team at each stage of the design process.</li> <li>Supply of the packaged, open files to the</li> </ul>	<ul style="list-style-type: none"> <li>Agreed approach</li> <li>Storyboard</li> <li>Submit video in the formats listed to the left</li> </ul> <p>March to April 2026</p>

	<p>video.</p> <ul style="list-style-type: none"> <li>• Supply of the video in web-ready formats.</li> </ul> <p><b>ICLEI Africa will provide the following:</b></p> <ul style="list-style-type: none"> <li>• Key messages</li> <li>• Visual guide on colours, look-and-feel, and logos</li> <li>• Reference photos of the relevant Moroccan cities</li> </ul>	
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## 5. Specifications to quote

Bids will be assessed competitively as per the criteria listed in section 9.

Interested service providers will be required to submit a quote in South African Rands (ZAR) to complete the tasks based on the information provided in section 4.

### **TASK DELIVERY TECHNICAL REQUIREMENTS:**

The video supplied as part of this Terms of Reference must conform to the following requirements and considerations:

- The completed high-quality video in MP4 format or in another file format for use on social media platforms and websites, as specified in section 4.
- All illustrations created specifically for the video, supplied as PNGs and SVGs with transparent background.
- The service provider will need to agree to transfer full copyright and intellectual property rights of the commissioned videos to ICLEI.
- Any additional stock footage and music used must be licensed to the contracting party.

All posters and postcards supplied as part of this Terms of Reference must conform to the following requirements and considerations:

- Both print-ready and digital versions of all products, as per the specifications listed in section 5.
- All open files correctly packaged for use on another computer.

- Any illustrations/characters/graphic elements created specifically for the design of the communications materials in this Terms of Reference, supplied as PNGs with transparent background and SVGs.
- The service provider will need to agree to transfer full copyright and intellectual property rights of the commissioned posters and artwork to ICLEI.

## 6. Timelines

Production and delivery of all products will not take place at the same time. Dates will be mutually agreed upon between the successful service provider and ICLEI Africa in the inception meeting and throughout the course of the project. All products need to be completed and approved by **30 April 2026**, unless agreed in writing with ICLEI Africa.

## 7. Service provider requirements

The service provider must:

- Have strong and demonstrable experience in developing awareness-raising videos, as well as posters
- Have experience creating a series of multimedia communications materials designed to be used in awareness-raising campaigns
- Have experience producing content related to urban sustainability
- Be able to produce these resources according to tight turnaround times and to very high standards
- Communicate with ICLEI Africa in a professional and timely manner on progress

It would be advantageous if the service provider:

- Has experience in developing communications materials in the African context, specifically Morocco or the Maghreb region
- Has experience in developing communications materials promoting sustainable water practices or environmental issues

**Please note:** The service provider may not subcontract to other parties without prior approval from ICLEI Africa

## 8. Support to be provided

ICLEI Africa will provide the service provider with the following:

- ICLEI visual identity guidelines and guidance on colour choices
- All logos and disclaimers that need to be included, including guidance on logo placement
- Written content and key messages in English and Arabic
- Guidance on introductory and closing screens (with relevant logos and disclaimers), design style, animation style, and icons
- General guidance on the aim/story for each poster
- Existing digital communications outputs for the project to align look and feel
- Swift turnaround on feedback

## 9. Evaluation criteria

- Price (detailed budget and hourly/daily rates to be submitted with the proposal)
- Demonstrated experience in producing similar products mentioned in this Terms of Reference
- Professional skills and expertise
- If the applicant is a South African Company, they should provide a B-BBEE certificate or affidavit

## 10. Submission process

Interested service providers should submit their bids to Courtney van Niekerk ([courtney.vanniekerk@iclei.org](mailto:courtney.vanniekerk@iclei.org)) and Mulesa Lumina ([mulesa.lumina@iclei.org](mailto:mulesa.lumina@iclei.org)) by **5pm SAST on Friday, 23 February 2026**

Please use the subject line: ***“Service Provider: Morocco communications”*** when submitting your bid.

Include the following attachments in your submission:

- Bios/CVs of team member(s) that will be working on this assignment
- List of relevant past projects
- A website address/links to a professional portfolio for similar work



- Itemised budget, including hourly rates
- If the applicant is a South African Company, they should provide a B-BBEE certificate or affidavit

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

Please be aware that if you do not hear any feedback within 30 days, either ICLEI Africa has decided not to appoint a service provider for this piece of work, or you have been unsuccessful in your application.