



# INVITATION TO TENDER

## Continental Africa Water Investment Programme (AIP): AIP Water Investment Scorecard

March 2021

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## 1. Background

The objective of this consultancy is to develop a Water Investment Scorecard as part of the Continental Africa Water Investment Programme (AIP).

The AIP Scorecard will assist to benchmark and measure country progress towards securing water investments across the continent.

### 1.1 Introduction to the Continental Africa Water Investment Programme

The Assembly of the African Union (AU) Heads of State and Government formally endorsed the progressive Continental Africa Water Investment Program (AIP), during its 34th Ordinary Session, held on 7th February 2021, in Addis Ababa, Ethiopia.

The goal of the AIP is to transform and improve the investment outlook for water security and sustainable sanitation for a prosperous, peaceful, and equitable society. The objective is to enhance job creation through gender-sensitive investments in water security, industrialisation, and climate-resilient development.

The AIP was adopted as part of the second phase of the Africa Union Development Agency's Programme for Infrastructure Development in Africa Priority Action Plan (PIDA-PAP 2). The PIDA PAP 2 is a strategic portfolio of projects proposed by Regional Economic Communities (RECs) and AU Member States for implementation between 2021 and 2030, led by the African Union Development Agency (AUDA-NEPAD).

The need for the AIP was first identified by the High-Level Panel on Water, co-convened by the United Nations (UN) and the World Bank in 2016. The AIP was developed following a joint commitment on its implementation by the AU, AUDA-NEPAD, the African Development Bank (AfDB), the African Ministers' Council on Water (AMCOW), the Infrastructure Consortium for Africa (ICA), and Global Water Partnership (GWP) in 2018.

In February 2019, the Governing Council of AMCOW adopted a decision for the transformation of Africa's water investment outlook through increased partnerships and implementation of the AIP. In December 2020, as part of PIDA-PAP2, the AIP was validated by Africa's Infrastructure Ministers during the first extra-ordinary meeting of the AU Specialized Technical Committee on Transport, Intercontinental and Interregional Infrastructures, Energy and Tourism organised by the African Union Commission (AUC) in collaboration with AUDA-NEPAD, the AfDB, and the UN Economic Commission for Africa. The AIP was adopted by AU heads of states in February 2021.

Between 2020 and 2030, the AIP is expected to mobilise US\$30 billion in climate-resilient Sustainable Development Goal (SDG) 6 water investments and create at least 5 million jobs. The programme is aligned to the goals of PIDA-PAP 2 to accelerate construction, job creation, and also boost industrialisation and trade.

The AIP will accelerate investment into climate-resilient regional, transboundary, and national water infrastructure – such as dams, water transfer systems, irrigation systems, water management information systems, water supply, and sanitation infrastructure – which are critically needed to meet Africa's growing socio-economic needs.

The AIP is implemented through three support programs:

- AIP Transboundary PIDA Water Investments
- AIP Water, Climate, Development, and Gender Investments
- AIP SDG Water Investments

## 2. Invitation to Tender

### 2.1 Procurement Procedure

This is a selective competitive procurement procedure. Invited and interested bidders will submit a written tender offer and GWP will subsequently enter detailed discussions with one or more of the bidders. Only one supplier may be awarded the assignment. It is important that all terms and conditions contained in the tender invitation are fully followed.

This tender invitation does not obligate GWP to contract for the supply of any products or services.

### 2.2 Confirmation of Tender submission

The bidder is requested to confirm within 5 working days of the date of the tender invitation whether they are going to submit a tender or not.

The confirmation is to be sent to [gwpsaprocurement@gwp.org](mailto:gwpsaprocurement@gwp.org). Failure to confirm within this date may disqualify the bidder for consideration of its subsequent tender submission.

### 2.3 Content of Tender Offers

Bidders should offer services for the complete assignment as defined in this Invitation to Tender.

Please note that each requirement in the specification is to be addressed separately, with clear reference to the requirements. For evaluation purposes, the tender offer should follow the same disposition as the Specification of Requirements.

The offer will include:

- Technical Proposal
- Financial (Commercial) Proposal
- All costs must be included in the tender offer. The costs are to be specified in Euro including specified VAT, in the manner set out in the specification.

The bidder is welcome to enclose brochures and other printed information, although the comments in the offer to the tender requirements should be listed as specified without relying on information in enclosures or elsewhere. Please also take note of the evaluation criteria described in this document.

### 2.4 Submission of Tender Offers

The tender offer shall be:

- Submitted in English to [gwpsaprocurement@gwp.org](mailto:gwpsaprocurement@gwp.org)
- Complete with all relevant company names, address, contact persons and e-mail address, VAT-number (or other relevant tax registration number)
- Signed by authorised representative of the bidder
- Considered as confidential
- Specifying an e-mail address of the supplier to which potential clarifications may be sent

By submitting a tender, the bidder confirms that the company:

- Is registered in the professional and trade registers in the country where the supplier is based (certificate may be requested by GWP);
- Has not been convicted of any criminal offence and is, if requested, able to produce an extract from a legal register, or in the absence of such a register, a certificate issued by an authorised legal or administrative authority in the country of origin or in the country where the supplier is based, as means of proof;
- Is not in debt with either the tax authority or the enforcement service regarding the payment of any required taxes and/or social security contributions (certificate(s) may be requested by the Buyer where appropriate). VAT-number, if any, should be stated;
- Is, if requested, able to present adequate papers proving that they have not been convicted of any crime concerning the exercising of a profession, been the subject of a legal verdict or been found guilty of gross misconduct whilst providing a professional service; and
- Is not bankrupt or currently the subject of bankruptcy proceeding, compulsory liquidation, compulsory management arrangement or accord. The bidder also confirms that they have not cancelled payments or been made the subject of a trading ban or any other similar arrangement.
- The bidder also confirms that the company has the financial capacity, as well as the technical, quality assurance, research and development capacities and abilities for the assignment/fulfilment of the bidder's contractual obligations.

Certificates and other proof, as stated above, may be requested by the GWP where appropriate. Please note that certificates should only be supplied upon request from GWP. Bidders failing to produce proof if requested by GWP will be disqualified.

To verify that the exclusion and qualification criteria are fulfilled, GWP may acquire information from a credit-reporting bureau.

The final date for receipt of tenders is **19 April 2021 at 12:00 CAT**. GWP may extend the final date for submission of tenders for any reason it deems necessary, including requests from invited bidders to do so. Tenders received after the final date of receipt of tenders will be disregarded.

## 2.5 Cost of Tender

Costs for the preparation of tenders will not be reimbursed.

## 2.6 Period of Validity of Tender

The offer outlined in the tender is to be valid for a minimum period of 90 calendar days after the closing date. If necessary, GWP may ask, in writing, for the bidder's agreement to an extension of the period of validity.

## 2.7 Withdrawal of Tender

A bidder may withdraw his or her tender at any time prior to the closing date. Notice of the withdrawal must be received by GWP prior to the closing date. Notice of withdrawal is to be signed by an authorised representative and sent to [gwpsaprocurement@gwp.org](mailto:gwpsaprocurement@gwp.org).

## 2.8 Opening of Tenders

GWP will open the tenders at its office on the day following the closing date. Bidders will not be allowed to participate in the opening of the tenders. The names of the tenders will be kept confidential until the contract with the successful bidder has been signed.

## 2.9 Communications during the procurement process

If the bidder has any questions regarding this Invitation to Tender, please contact GWP via [gwpsaprocurement@gwp.org](mailto:gwpsaprocurement@gwp.org). GWP will respond via email to any request for clarification of the tender invitation that it receives prior to the closing date of the tender. GWP's response to all questions (including an explanation of the query but without identifying the source of enquiry) will be sent to all bidders.

## 2.10 Tender Evaluation

### 2.10.1 Exclusion and qualification criteria

GWP will examine the tenders to determine whether they are complete, the documents have been properly signed, and the requirements have been addressed. A tender may be rejected if the tender is incomplete, not signed, or fails to address the requirements.

### 2.10.2 Evaluation criteria

Evaluation of the tenders will take place according to the evaluation criteria in the table below.

Evaluation Criteria	Relative weighting
Ability and capacity to meet the requirements for the Technical Proposal	60%
Financial (commercial proposal)	30%
Previous proven experience	10%

GWP may in writing ask any bidder for clarification of any part of its proposal to assist in the examination and evaluation. GWP may also invite any number of bidders to present or otherwise confirm the services, or parts thereof, followed by a question and answer session. The presentation will be held online by means of a video-conference.

## 2.11 Award of assignment

GWP will enter detailed discussions with the bidder rated as having submitted the most advantageous bid to arrive at a contract for the assignment. If such discussions are unsuccessful, GWP may invite the second rated bidder for discussions.

Please note that GWP is not bound to select any of the tender offers submitted.

### 3. Terms of Reference - AIP Water Investment Scorecard

#### 3.1 Rationale for the AIP Water Investment Scorecard

Water is a key driver for development across the African continent and a critical enabler for productivity and sustainable economic growth. It contributes significantly to human development, poverty reduction, and the attainment of Agenda 2063 and the SDGs.

Achievement of SDG 6: Clean water and sanitation for all, requires long-term strategic planning of investment pathways that reduce water risks and that can be adapted over time. This requires investments not only in infrastructure, but also in other areas such as institutions, information, and inclusivity.

Despite the critical role water plays towards economic and social prosperity, investments into Africa's water sector are not advancing at the rate needed to achieve SDG 6. The AfDB estimates that investments totalling approximately US\$ 64 billion per year are required to meet the targets set out in the AIP Water Vision of 2025. The AfDB states that the current financial flows for water sector investment programmes are approximately US\$ 10.5 billion per year, with Official Development Assistance to the sector starting to show signs of stagnation.

The investments needed to meet Africa's water needs are huge, therefore there is a clear need to track country progress towards promoting these investments.

In November 2018, AUDA-NEPAD and GWP signed an MOU to accelerate implementation of water infrastructure projects under the Programme for Infrastructure Development in Africa (PIDA). PIDA was adopted by the African Heads of States in January 2012 as a blueprint for collective implementation of priority infrastructure projects in Energy, Transport, ICTs, and Water.

In November 2017, the AUDA-NEPAD and AMCOW commissioned a review of the implementation of transboundary water projects under PIDA-PAP I, which ran between 2012 and 2020. According to the review, water projects showed little progress compared to projects in the other three PIDA focus areas: ICT, Energy, and Transport. Several factors were responsible for this lack of progress:

- low capacity for project preparation;
- lack of financing, including Private Public Partnerships; and
- lack of clear institutional arrangements for implementing the PAP, including lack of clarity on the role of the RECs, Lake and River Basin Organisations, and Member States.

To address the lack of progress in implementation and focus attention on water, AUDA-NEPAD established PIDA Water in collaboration with GWP under the auspices of the AIP. The goal of PIDA Water was to strengthen the enabling environment for planning, project preparation, and financing of integrated regional, transboundary water investments that are coordinated with investments in energy, food health, eco-systems and Covid-19 regional recovery plans.

On the 11th of November 2020, Global Water Partnership Southern Africa and Africa Coordination Unit (GWPSA - ACU) Chair, His Excellency President Jakaya Kikwete, the Fourth President of the United Republic of Tanzania, hosted a high-level closed brainstorming session on Mobilising Water Investments in Africa at the GWPSA-ACU premises in Pretoria, South Africa. In attendance were senior officials from the AfDB, AUDA-NEPAD, Development Bank of Southern Africa (DBSA) and the Common Market for Southern and Eastern Africa (COMESA).

The meeting proposed the need to track and increase the understanding of the water investment gap in Africa. In order to better understand this investment gap, the development of an AIP Water Investment Scorecard was proposed.

The AIP Scorecard would apply learnings from sectors such as health and agriculture, where similar reviews have facilitated for issues to be brought to the attention of leaders. It is envisioned that the AIP Scorecard will be presented to the African Heads of States as a tool to mobilise the highest level of political commitment and financing for water investments in Africa, and in the process assist countries in addressing the water investments gap and improving the investment outlook.

The AIP Scorecard is therefore being developed in partnership with AUDA-NEPAD, AfDB, AMCOW, the DBSA, and GWP. A series of preparatory meetings between AUDA-NEPAD, AfDB, AMCOW, the DBSA, and GWP have been held since the November 2021 in order to align and agree on the process for the development of the AIP Scorecard.

In addition to these internal partner planning meetings, a meeting with the African Leaders Malaria Alliance (ALMA) was organised on the 25th of November 2020. The purpose of this meeting was to discuss the lessons learnt by the ALMA Secretariat in the development of the ALMA Scorecard for Accountability and Action to facilitate tracking of progress for malaria control and elimination across the continent.

### 3.2 Proposed Objective of the AIP Water Investment Scorecard

The proposed overall objective of the AIP Scorecard is 1) to provide a review mechanism highlighting Africa's progress in promoting inclusive and integrated water investments, and 2) to ascertain individual country's readiness in meeting its investment needs in order to achieve SDG 6.

The AIP Scorecard will track country progress according to thematic areas that will be identified through a consultative process with the key partners. Each theme will include categorised qualitative and quantitative indicators that will simplify relevant information, allowing for the identification of important trends and phenomena to be communicated to decision-makers. This process will increase understanding of the gaps and areas of concern in order to address the lag in water investments in Africa.

More specifically the AIP Scorecard will aim to:

- Set a benchmark to measure country progress and offer a cross-country learning on water investment climate readiness and priorities in African countries;
- Serve as a targeted tool to directly engage with public and private investors on financing water infrastructure that will contribute to development;
- Provide an overview of the governance reforms and systems in terms of management instruments, laws, and policies that are in place at the country-level;
- Guide governments on how they need to adapt and change to increase water investment and identify opportunities from cross-country learning; and
- Serve as a management tool for mobilising high-level political commitment and investment mobilisation.

### 3.3 Guiding principles for the AIP Water Investments Scorecard

- The AIP Water Investment Scorecard will respond to the implementation of PIDA-PAP 2.
- The indicators used for the scorecard will be owned, updated, and managed by AIP partners at the global and pan-African level including AMCOW, the UN Environment Programme, the Joint Monitoring Programme, UN Water, and others.
- The development of the AIP Scorecard will be anchored in pan-African political commitment centred on accelerating water investments, including alignment with the African Union Agenda 2063 and Africa Water Vision 2025.



- The Scorecard will not be a static tool, but rather, will endeavour to follow up in addressing the gaps with the partners and report on progress.
- An extensive stakeholder engagement process will be followed in the development and implementation of the AIP Scorecard.
- The AIP Scorecard will respond to the needs for gender transformative and climate resilience investments on the continent.
- Application of the AIP Scorecard is expected to significantly increase domestic financial resources allocated for implementing national and regional water and sanitation development activities and call upon African Ministers of Water and Finance to develop appropriate investment plans.
- The AIP Scorecard will form the basis for the mobilisation of increased financing for water and sanitation initiatives across the continent, in support of the Africa Water Vision 2025 and SDG 6.

### 3.4 Proposed components of the AIP Water Investments Scorecard

The AIP Scorecard will serve as an accountability and reporting tool which will track the performance of high-priority indicators and manage the corrective actions. To achieve this, it is envisioned that the AIP Scorecard will have three complementary components:

- A dashboard that displays country-level performance against key water investment indicators in Africa, highlighting successes and shortfalls. Performance will be measured against indicators grouped into agreed-upon thematic areas relevant to water investments in Africa.
- Regular country-level reports, which will provide a summary of water investments and performance for each country against key baseline indicators and targets. The reports will also recommend actions to address bottlenecks.
- An overview report summarising the status of water investments in Africa, disaggregated at the country and basin level, and highlighting emerging challenges, successes, and recommended actions to accelerate water investments.

An interactive online portal with information on the status of each indicator of the AIP Scorecard for each target country and river basin, water investment opportunities, and overall progress in implementation and mobilising water investments, water investment gap in individual countries or River Basin, as well as links to other sources of information and data on water investments.

It is envisaged that the AIP Water Investment Scorecard will be incorporated in AU documentation for dissemination to Heads of State, Government, Ministers of Water, and relevant partners.

### 3.5 Roles and responsibilities of key partners

For the development of the AIP Water Investment Scorecard, it is envisioned that the following responsibilities will be assigned to each of the partners mentioned:

- National Governments are the first implementing agent for the AIP and responsible for actioning the recommendations made from the AIP Scorecard findings.
- AUDA-NEPAD is responsible for anchoring the AIP Scorecard at the pan-Africa level and for reporting progress to the AU using the PIDA Water. AUDA-NEPAD will also be responsible for keeping all the data on AIP Water Investment Scorecard and reporting the findings and recommendations to AU Heads of States, as part of the PIDA process.
- AMCOW is responsible for providing policy guidance and engaging with National Governments and Ministries for continued monitoring support.
- GWPSA-ACU hosts the Technical Support Unit for the AIP and is therefore responsible for providing financial and technical assistance on the AIP Scorecard development, implementation, communication, and awareness raising.
- AfDB, DBSA, and other national and multilateral development banks are responsible for providing the relevant data on water investments in Africa and ensuring links to the [NEPAD Infrastructure Project Preparation Facility](#).

### 3.6 Proposed approach to develop the AIP Water Investment Scorecard

Two linked streams of work are proposed in the development of the AIP Scorecard. The first workstream (Workstream I), is aimed at defining the scope and indicator baseline that will assist in understanding the current water investment gap and identifying the themes, indicators, indicator owners, and partners for the AIP Scorecard. The second workstream (Workstream II) will build on the outputs of Workstream I, focusing on the establishment of the Scorecard and management tool for continued progress monitoring and tracking of recommended actions. The scope for this Invitation to Tender will include both Workstream I and II.

Commencement of work on Workstream II will be subject to approval and successful completion of Workstream I. Depending on the outcome of Workstream I, GWP has the right to terminate this contract by giving written notice specifying a termination date at least thirty (30) days after the date of notice. Upon receipt of any such notice, the Consultant shall immediately cease work, terminate any relevant subcontracts, and incur no further expense related to this consultancy. Such early termination shall be subject to the equitable settlement of Parties' respective interests accrued up to the date of the notice of termination.

#### 3.6.1 Workstream I objectives and deliverables

The objective of Workstream I is to define the scope of the Water Investment Scorecard, anchored on pan-African political commitments related to water investments and to identify the thematic areas and indicators that the AIP Scorecard will cover.

Workstream I will also identify existing information relevant to understanding the water investment outlook in Africa and the partners who can support the implementation of the AIP Scorecard. This can include data from a range of reports such as the Infrastructure Consortium for Africa (ICA) annual reports on water financing, AfDB economic outlook reports, country survey reports for SDG 6.5.1 (Degree of Integrated Water Resource Management implementation), the AMCOW pan-African Water and Sanitation Sector Monitoring and Reporting System, Joint Monitoring Programme and Global Analysis and Assessment of Sanitation and Drinking-Water reports, World Bank, OECD reports and data on water related investments, and others.

Workstream I objective: To define the proposed methodology for implementing Workstream I and II and aligning the Scorecard to the PIDA-PAP 2 objectives, AIP objectives, and relevant pan-African political commitments. This will ensure that the AIP Scorecard responds to the pan-African agenda on water and sanitation.

Required dimensions to be addressed:

- Participate in a kick-off meeting with the key partners overseeing the project;
- Define and propose a process for the consultation with AUDA-NEPAD, GWP, DBSA, AfDB, and key stakeholders on the concepts and plan for the AIP Scorecard should be well defined;
- A rapid desktop study to identify existing baseline information relevant to the AIP Scorecard;
- A review of relevant pan-African commitments and other literature relevant to the AIP Scorecard;
- An initial analysis of active water-related indices in Africa and around the world that are related to the proposed AIP Scorecard, in order to determine the unique value proposition of the AIP Water Investments Scorecard and potential complementary linkages to existing indices;
- Identification and analysis of the potential risks involved in developing and sustaining the AIP Scorecard and possible mitigation measures that can be implemented;
- Ensure alignment to AUDA-NEPAD processes required for the AIP Scorecard to be shared at the AUC level for submission to the Heads of States; and
- A proposed clear workplan with timelines, activities, and modalities to execute the work, roles, and responsibilities in the remaining work – including a list of stakeholders to be consulted.

Workstream I deliverable: A mutually agreed upon inception report detailing initial research done of similar indices and relevant literature, the recommended pan-African commitment to politically anchor the AIP Scorecard, the process to develop the AIP scorecard with preliminary thematic areas, baseline indicators and targets related to water investments that can be reliably and regularly measured, tracked, and reported with credible data sources.

Presentation of the above-discussed Inception Report to key partners during an Inception Workshop.

Identification of preliminary outcomes and key indicators

### 3.6.2 Workstream II objectives and deliverables

The execution of Workstream II will be subject to approval of deliverables under Workstream I. During Workstream II, the consultant is expected to propose the final investment scorecard with clear thematic areas, baseline and final appropriate indicators and targets related to water investments that can be reliably and regularly measured, tracked, and reported on using credible data sources.

Required dimensions to be addressed in Workstream II:

- Analyse the current water investments landscape in Africa and identify the type of investments and key issues driving these investments;
- Assess investor expectations and requirements that countries need to meet to attract water investments.
- Identify key considerations required to create an enabling environment that is attractive to a diverse range of investors for water projects;
- Develop the overall goal and specific objectives of the AIP Scorecard and propose the key themes and categories that the AIP Scorecard should capture through stakeholder consultations;
- Based on the themes identified, Identify potential indicators, from reputable sources that are regularly updated, for use in the AIP Scorecard and include the motivation on the selection of the various indicators proposed.
- Compile and confirm (through stakeholder consultations) the relevant quantitative and qualitative indicators that would be able to comprehensively reflect the key Scorecard themes. The indicators will be the data points collected by governments, international organisations and other agencies (such as GDP per capita, population etc).
- Design an AIP Scorecard framework and validate it with key stakeholders.
- Consult with the AIP Reference group, key stakeholders, and other partners across Africa to gather information and confirm the focus, themes and indicators for the AIP Scorecard.
- Provide guidance on the implementation of the AIP Scorecard and how it will link to ongoing African processes.
- An updated proposed workplan with timelines, activities, modalities of execution of the work, roles and responsibilities for the proposed phases and activities required to develop and ensure the sustainability of the AIP Scorecard and progress monitoring system.

Workstream II deliverables:

- A detailed report outlining the proposed thematic areas and indicators for the AIP Scorecard including the proposed methodology for the development of the long-term AIP Scorecard and management tool.
- A validated scorecard framework with baseline indicator and targets
- A proposed methodology for collecting information and regular reporting on the scorecard and progress monitoring system.
- AIP Scorecard developed for piloting, initially in ten African countries from the following five River Basins: Zambezi Watercourse, Volta River Basin, North-West Sahara Aquifer, Lake Victoria Basin and Lake Chad Basin. Five of the countries will be Zambia, Benin, Tunisia, Uganda, and Cameroon. The other five countries will be decided in consultation with stakeholders.
- An online platform developed for the AIP Scorecard that will be accessed through the existing AIP website.

### 3.6.3 Geographical scope

The scorecard will target all African Union Member States. The initial pilot scope will be limited to ten countries in five transboundary river basins where the AIP is currently being implemented.

### 3.6.4 Stakeholder consultations

Stakeholder consultation will be critical to this project to ensure country buy-in and ownership.

The list below includes (but is not limited to) key stakeholders who will need to be regularly consulted during this assignment:

- African Union: This involvement will be through AUDA-NEPAD;
- AMCOW Secretariat: AIP-WACDEP-G supports the implementation of the AMCOW Gender Mainstreaming Plan;
- African Development Bank;
- AIP Stakeholder Forum: A forum comprising partners from international institutions, bilateral finance partners and independent technical experts who provide strategic advice to the implementation of the AIP;
- GWP regional and country teams: GWP regional and country project management teams;
- Regional Economic Communities and River Basin Organisations;

### 3.7 Indicative timelines

It is estimated that the Consultant will perform the work and deliver on the expected project outputs over a period of six (6) calendar months.

### 3.8 Travel

Due to Covid-19 travel restrictions, the work will be conducted fully online with virtual meetings as may be required.

### 3.9 Proposal requirements

Firms interested in submitting a proposal for this project are required to include the following information in their proposals:

Proposal Specification Requirements	
Section 1: Solution statement (Maximum 10 A4 sides)	<p>This is a detailed statement of the Bidder's approach to delivering the project. The statement must provide a focused view of your proposed solution that demonstrates how the solution meets the objectives of the project and how you will deliver this in practice.</p> <p>The following areas should be covered within this document:</p> <ul style="list-style-type: none"> <li>• Background</li> <li>• Name and contact details of lead organisation, and sub-contractors</li> <li>• Brief overview of the main services each organisation will provide</li> <li>• Concise details of how and why the delivery team are best placed to deliver this project</li> <li>• Project Methodology and Approach</li> <li>• An overview of the programme of work that you plan to deliver. This should include:</li> <li>• Structure and methodology for delivering the project objectives</li> <li>• Rationale and justification for the proposed activities and how they will meet the objectives and requirements of the project</li> </ul>

	<ul style="list-style-type: none"> <li>• Expected benefits and deliverables</li> <li>• Details of how you will gather the required country data for the Scorecard.</li> <li>• Quality Assurance</li> <li>• Details of how you will ensure quality of deliverables throughout the project.</li> </ul>
Section 2: Work Plan (Maximum 3 A4 sides)	<p>Bidders should provide a detailed work plan outlining how they intend to manage and deliver the project. This should include the following:</p> <ul style="list-style-type: none"> <li>• Work Plan</li> <li>• A detailed work plan including timelines for the implementation of activities, proposed delivery dates for key outputs and any other key milestones.</li> <li>• Details of how the project will be managed.</li> <li>• Any additional practical information or requirements</li> </ul> <p>Please include any specific requirements pertaining to effectively delivering the services. This may include plans or requirements the team may have for engagements with GWP, the governments, the required county-level consultations, any expected support on logistics etc.</p> <p>Please include any assumptions relating to the role and support of GWPSA-ACU and/or GWP regional offices.</p>
Section 3: Case Studies (Maximum 1 A4 side per case study)	<p>The Lead Bidder should provide up to 3 examples of previous work which demonstrates their ability to deliver projects consistent with this project. Other consortium members should provide up to 2 examples each of previous work. Case studies should include:</p> <ul style="list-style-type: none"> <li>• Client name</li> <li>• Client contact (Name, Phone Number and email)</li> <li>• Contract start date</li> <li>• Contract completion date</li> <li>• Contract value</li> <li>• Details of the work carried out including challenges and successes</li> <li>• How this project will benefit from the experience gained</li> </ul>
Section 4: Risk Analysis (Maximum 2 A4 sides)	<p>Bidders should produce a separate statement of the risks, assumptions, issues, and challenges that you believe the entire project will face with the development, implementation, and ongoing management of this solution, along with the recommended mitigating actions.</p>
Section 5: Commercial Proposal	<p>Bidders must provide a detailed commercial proposal in Euros, inclusive of VAT and all other applicable taxes. The commercial proposal will be evaluated on the extent to which it demonstrates value for money.</p> <p>The budget should be structured in line with delivering the supplier's work plan and include a breakdown of all component costs, including third party costs.</p> <p>Fees should be broken down by individual, day rate and activity.</p> <p>Expenses should be estimated separately - Logistics, travel, printing, venue hire etc for both the core team and the participants. Suppliers must give due consideration to consultation and workshop requirements and cost appropriately for such expenses. Overhead expenses can be included in the total cost of the project but should be incorporated into fee rates for staff members. They should not be included as a separate line item.</p> <p>Suppliers should ensure that they state any assumptions that have been built into the costing provided.</p> <p>Suppliers should briefly summarise how their proposal represents value for money.</p>

### 3.10 Consultancy requirements

The consultancy assignment defined in this Invitation to Tender requires a high level of technical/professional expertise. Interested bidders (consultancy firms or consortium of organizations) are required to meet the following requirements:

- A team of experts with advanced academic degrees (postgraduate) in disciplines relevant to the assignment is required. Please provide the academic background of each assigned expert who will constitute the agency profile submitted together with the technical proposal.
- Demonstrated expertise and experience in research preferably at the international and pan-African level using mix methods (quantitative-qualitative) in fields relevant to the assignment.
- Advanced knowledge and experience in the development of indices globally.
- Experience working with governments and especially with AU Member States
- Ability to facilitate discussion with government officials and other pan-Africa entities with tact, diplomacy, and cultural sensitivity.
- Ability to meet deadlines and deliver quality outputs.
- An understanding of the country and regional context on water resources management, climate change, development (SDGs), gender and related issues.
- Working experience in the target country and/or region with established networks. In-country presence/networks would be highly desirable given the time frame of the assignment and the travel restrictions in the Covid-19 context.
- Excellent analytical and report writing skills.
- Videoconference connectivity and facilitation skills to engage in online meetings and workshops.

### 3.11 Language

The main language for this consultancy assignment is English. However, documents may need to be translated to French and Portuguese. All documents and presentations delivered will be in Microsoft Word, Microsoft PowerPoint, and PDF format.