REQUEST FOR PROPOSALS (RfP)

City of Tshwane Alternative Water and Sanitation Policy Development

C40 Cities Climate Leadership Group, Inc.
120 Park Avenue, 23rd Floor
New York, NY 10017
United States of America

April 2025

Table of Contents

1.   C40 Cities Climate Leadership Group Inc. ("C40")

C40 is a network of nearly 100 mayors of the world's leading cities working to deliver the urgent action needed to confront the climate crisis and create a future where everyone, everywhere, can thrive. Mayors of C40 cities are committed to using a science-based and people-focused approach to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities. Through a Global Green New Deal, mayors are working alongside a broad coalition of representatives from labour, business, the youth climate movement and civil society to go further and faster than ever before. The organisation's strategic direction is determined by an elected Steering Committee of C40 mayors, co-chaired by Mayor Sadiq Khan of London, United Kingdom, and Mayor Yvonne Aki-Sawyerr of Freetown, Sierra Leone. The three-term mayor of New York City, Michael R. Bloomberg, serves as president of the C40 Board of Directors and is responsible for operational oversight. A nine-person management team led by Executive Director Mark Watts leads the day-to-day management of C40. C40's three core strategic funders are Bloomberg Philanthropies, the Children's Investment Fund Foundation (CIFF) and Realdania.

To learn more about C40's work and our cities, please visit our Website or follow us on Twitter, Instagram, Facebook, and LinkedIn.

2.   The C40 African Water Secure Cities Programme

The C40 Water Secure African Cities Programme (WSAC) addresses urban water challenges holistically by supporting city progress through two interlinked objectives:

1. Build cities' 'soft' and 'hard' resilience to climate-related water hazards and water supply and
2. Ensure impact-based scalable water resilience practices are implemented

These objectives will be delivered through four distinct support packages designed to address the varying immediate needs and water priorities of C40's African cities:

- Establish the enabling environment that effectively unlocks targeted water interventions, sustains policy and political commitment, increases capacity and learning, and advances the understanding of the requirements for impactful water strategies in Africa.
- Strengthen operational modalities through improved data and systems analysis for cities in need, enhanced planning, budgeting, financing, and technical assistance tailored to emergent challenges and opportunities.
- Deliver, through implementation, the key priorities identified in city climate action plans through designing 'quick win' pilot projects supported by a small grants fund for cities.
- Promote mechanisms for effective multi-level governance, support city access to finance, build sustainable partnerships, and advocate for increased funding for urban water and adaptation to move implementation to scale.

Participating cities will also benefit from engagement in C40's Water Networks and broader Adaptation Programme. Several other initiatives exist to support African cities' water security transitions. This programme will build on and complement existing work and incorporate lessons learned from other initiatives, with a commitment to substantially collaborate in achieving the objectives and outcomes outlined.

3. Summary and Background of the Project

3.1 Summary

The City of Tshwane requires a comprehensive policy framework to regulate and promote alternative water supply, treatment, and sanitation technologies. This policy will respond to current challenges with water security, including climate-related water scarcity, infrastructure limitations, high dependency on Rand Water, and interim financial costs for emergency measures. The policy will provide guidance on regulatory compliance, technical standards, and financial considerations to support decentralized, sustainable water solutions.

3.2 Background

In recent years, Tshwane has faced significant water security challenges due to infrastructure aging, climate risks, and increased demand. The city has relied on costly interim measures like water tankers to meet public needs. Building on recent approvals for alternative technologies in specific sectors, this policy will formalize and expand standards for alternative water supply and sanitation solutions.

4. Project Objectives

This project aims to establish a robust policy framework for alternative water and sanitation systems in the City of Tshwane, addressing critical challenges in water security, infrastructure capacity, and climate resilience. The policy will guide the safe and sustainable deployment of decentralized water solutions, ensure legislative and financial alignment, and promote equitable access for all communities. Through stakeholder engagement, technical standards, and compliance mechanisms, this initiative will support Tshwane's commitment to sustainable growth and resilience in the face of escalating water demands and climate pressures.

4.1. Establish a Comprehensive Policy Framework for Alternative Water and Sanitation Systems

- Develop a structured and actionable policy that provides clear guidelines for the use, regulation, and management of alternative water supply, sanitation, and treatment technologies.
- Ensure that the policy framework is comprehensive, covering technical standards, operational requirements, and compliance metrics for decentralized water solutions.

- Benchmark against leading global practices and policy framework to ensure the policy is robust and adaptable.

4.2. **Achieve Legislative and Regulatory Alignment**

- Conduct a detailed review of national and municipal legislation, including water rights, environmental, and public health regulations, to align the policy with South African law.
- Address policy implications of implementing alternative water and sanitation systems, ensuring compliance with the National Water Act, Municipal Systems Act, and other relevant regulations.
- Identify any gaps in current bylaws or regulatory standards and recommend necessary amendments to integrate alternative systems effectively within the municipal framework.

4.3. **Define Technical and Operational Standards for System Safety and Efficiency**

- Establish technical standards for the design, installation, and maintenance of various alternative water supply and sanitation systems (e.g., rainwater harvesting, onsite wastewater treatment, stormwater management).
- Define water quality requirements for potable and non-potable uses to protect public health and ensure consistency with national standards.
- Develop operational guidelines that outline safety procedures, maintenance schedules, and performance benchmarks to promote efficient and safe system operations.

4.4. **Develop a Monitoring, Compliance, and Enforcement Framework**

- Design a compliance framework to guide routine inspections, audits, and performance assessments of alternative water systems, with a focus on public health and environmental protection.
- Create enforcement protocols that specify penalties, corrective actions, and procedures for non-compliance to maintain high standards of accountability.
- Integrate mechanisms for municipal oversight to monitor the quality and safety of developer- or HOA-operated systems, ensuring that alternative systems meet national standards.

4.5. **Ensure Financial Feasibility and Long-term Sustainability**

- Conduct a cost-benefit analysis to evaluate the economic impact of alternative systems compared to traditional water infrastructure, factoring in long-term savings and maintenance costs.
- Identify funding mechanisms, subsidies, or incentives to promote adoption of alternative systems, particularly in underserved or low-income areas.
- Provide financial guidelines to support municipal budgeting for decentralized systems, including potential cost-sharing or public-private partnership (PPP) options.

4.6. **Promote Equity and Accessibility in Water Resource Management**

- Integrate provisions for inclusive and equitable access to alternative water systems, ensuring that benefits reach low-income and underserved communities.
- Develop community-focused policies to support access through financial aid programs, such as subsidies, grants, or tax incentives.
- Establish guidelines for City of Tshwane to develop an outreach plan to educate residents, including those in marginalized communities, about the benefits, maintenance, and operational requirements of alternative water systems.

4.7. **Enhance Public Engagement and Awareness on Alternative Water Solutions**

- Develop a public education strategy to raise awareness about alternative water supply and sanitation options, highlighting their benefits, safety, and potential cost savings.
- Engage local communities through workshops, forums, and public consultations to gather input and foster community support for the policy.
- Engage with NGOs, resident associations, and community leaders to ensure the policy is inclusive and resonates with community needs.

4.8. **Foster Innovation and Partnerships with Key Stakeholders**

- Establish a platform for ongoing collaboration between municipal departments, the private sector, and community stakeholders to adapt and evolve the policy as technology and regulations advance.

4.9. **Develop an Implementation, Training, and Capacity Building Roadmap**

- Create a clear implementation roadmap with timelines, responsible departments, and resource requirements to ensure the policy is actionable and achievable.
- Design training modules for city inspectors, municipal staff, and developers on policy compliance, permitting processes, and operational best practices.
- Conduct a capacity-building assessment to identify areas where city departments may need additional resources or expertise to effectively manage and enforce alternative water and sanitation systems.

4.10. **Prepare a council-ready policy framework that integrates Climate Resilience and Environmental Sustainability**

- Develop a council-ready policy framework with clear performance metrics and indicators set, and guidelines for annual policy review and updates based on performance data and needs evolutions
- Emphasize the role of alternative water systems in reducing reliance on centralized infrastructure, contributing to climate resilience and water security.
- Incorporate renewable energy sources, such as hydro-energy, into water and sanitation infrastructure to promote sustainable and energy-efficient solutions.
- Align the policy with Tshwane's climate action goals, ensuring it contributes to broader sustainability targets, including greenhouse gas reduction, resource efficiency, and water conservation.

5.   Scope of Work

The consultant shall be expected to deliver a high-quality, comprehensive policy framework, with deliverables ensuring all policy, technical, operational, and financial implications are thoroughly addressed. The project deliverables outlined in section 7 should cover the following outputs:

5.1.   Policy Framework Development

Develop a detailed policy document establishing regulatory and operational guidelines for alternative water and sanitation technologies.

Including:

a.   Review and integrate insights from South Africa's National Water and Sanitation guidelines pertaining to alternative water and sanitation technologies
b.   Conduct a gap analysis of Tshwane's current regulatory framework versus international standards for alternative water systems.
c.   Prepare a policy draft with comprehensive guidelines and compliance metrics aligned with national and local regulations.

5.2.   Legislative Compliance Matrix

Conduct a thorough review of relevant national and local policies to ensure policy compliance, addressing water rights, environmental regulations, and public health standards.

Including:

a.   Legislative Review and Compliance Matrix: A matrix of applicable South African and municipal water and sanitation laws, including the National Water Act, Municipal Systems Act, and Environmental Management Act.
b.   Policy Assessment for Financial Implications: Evaluation of municipal budget implications, necessary amendments to existing bylaws, and financial impacts of regulatory changes.
c.   Compliance Strategy: Define steps for integrating Tshwane's new policy with national and provincial requirements, including recommendations for legislative amendments where needed.

5.3.   Standards for Alternative Water Systems

Develop specific technical, operational, and safety standards for rainwater harvesting, stormwater detention, decentralized wastewater systems, and other alternative water sources.

Including:

a. Technical Standards Document: Specifications for alternative water system design, installation, and maintenance.

b. Water Quality Standards: Define standards for potable and non-potable uses, ensuring compliance with South African public health guidelines.

c. Maintenance and Operational Standards: Guidelines for regular maintenance, safety inspections, and operational procedures.

d. Benchmark analysis of proposed standards with other C40 Cities

5.4. Monitoring, Compliance, and Enforcement Mechanisms

Design a compliance framework for alternative water and sanitation systems, with mechanisms for regular monitoring, auditing, and enforcement[1].

Including:

a. Monitoring Framework: Define key performance indicators (KPIs) and audit protocols for developers and system operators.

b. Compliance and Enforcement Protocols: Document specifying penalties, corrective actions, and procedures for non-compliance.

c. Inspection Guidelines: Checklist and guidelines for city inspectors to assess compliance with water quality, safety, and operational standards.

5.5. Financial and Economic Analysis

Conduct a financial impact analysis to assess the potential economic implications of implementing alternative water solutions at scale.

Including:

a. Cost-Benefit Analysis: Detailed analysis comparing the costs of alternative systems versus traditional infrastructure expansion, including long-term savings from reduced dependency on centralized systems.

b. Funding and Incentives Report: Recommendations for municipal funding mechanisms, potential subsidies, and incentives to promote adoption in low-income areas.

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[1] Of specific interest is not just the monitoring but the aftercare of any system adopted, maintenance responsibilities of the Developer v. HOA, Adopt Rule 22 of the Sectional Title Schemes Management Act that requires bodies corporate (developers/HOA) to draw up 10-year plans in which they estimate the total costs needed for the maintenance, repair and replacement of all the major capital assets, and to save towards the required amount.

c.   Risk Assessment Report: Assessment of potential financial risks, including budget allocations, maintenance costs, and liability for system failures.

5.6.   Public Engagement, Accessibility and Equity

Ensure the policy includes provisions for equitable access to alternative water systems and engages public stakeholders.

Including:

a.   Public Education Strategy: Plan for educating residents on alternative water systems, covering benefits, maintenance, and available resources.

b.   Equity and Accessibility Provisions: Recommendations for incentives, subsidies, or grant programs to assist low-income communities.

c.   Community Engagement Report: Document summarizing community feedback and insights from public consultations.

5.7.   Implementation and Capacity Building

Develop an implementation roadmap for city departments and key stakeholders, along with training programs for relevant personnel.

Sub-deliverables:

a.   Implementation Plan: Detailed roadmap with timelines, key actions, and responsibilities for Tshwane's departments.

b.   Training Module: Training materials and session plans for city inspectors, developers, and community organizations.

c.   Capacity Building Assessment: Evaluation of city department needs for effective policy enforcement and ongoing support for alternative water systems.

6.   Methodology

The methodology to achieve the outlined scope shall be designed to include the the following approaches:

6.1.   Legislative and Regulatory Review

Ensure the policy aligns with South African national laws, municipal bylaws, and Tshwane's climate objectives through:

a.   Desktop Review of relevant legislation, including the National Water Act, Municipal Systems Act, and Environmental Management Act.

b. Gap Analysis to compare Tshwane's current regulations with international best practices in alternative water systems.

c. Regulatory Consultation with regulatory bodies (DWS, CSIR, WRC) to validate findings and ensure compliance.

d. Compliance Matrix summarizing all policy requirements, compliance checks, and recommendations for necessary bylaw amendments.

e. Support enforceability e.g. title conditions that are not a municipal service only but also an alternative service.

6.2. Stakeholder Engagement and Needs Assessment

Gather input from key stakeholders and assess the needs and expectations of impacted parties through:

a. Stakeholder Mapping to identify relevant parties, including city departments, developers, HOAs, community organizations, regulatory authorities and professional bodies (ECSA, SACPLAN etc).

b. Workshops and Interviews with stakeholders to gain insights into specific needs, concerns, and operational considerations for alternative water systems.

c. Community Consultations to gather input from residents and NGOs, particularly focusing on underserved communities, to ensure the policy is inclusive and equitable.

d. Stakeholder Feedback Report to document insights, track concerns, and outline how stakeholder feedback will inform the policy

6.3. Technical Standards and Benchmarking

Establish technical specifications for system design, installation, and maintenance to ensure safety, efficiency, and sustainability through:

a. Best Practice Benchmarking of international standards (e.g., San Francisco AWS Plan) to define appropriate technical criteria for rainwater harvesting, wastewater treatment, and other decentralized systems.

b. System Design and Safety Specifications detailing operational requirements, water quality standards, maintenance schedules, and safety protocols.

c. Engagement with Technical Experts from industry and academia to validate technical standards and incorporate hydro-energy and renewable energy integration where feasible.

d. Engaging with the concept of internal engineering services and external engineering services. i.e. on site or off site, link services and linking to municipal services.

6.4. Financial and Economic Analysis

Assess the financial implications, costs, and economic viability of alternative systems, ensuring that the policy is sustainable for the city and accessible to residents through:

a.   Cost-Benefit Analysis comparing the financial impacts of alternative water systems against traditional infrastructure expansion, with a focus on long-term savings and resilience.

b.   Funding Mechanism Exploration to identify viable municipal funding options, subsidies, and incentives to support policy adoption, especially in low-income areas.

c.   Risk Assessment to evaluate financial risks and contingencies, including maintenance costs, potential liabilities, and budget implications for the city.

6.5. Monitoring, Compliance, and Enforcement Framework

Establish a structured approach to ensure compliance with water quality, operational standards, and policy guidelines through:

a.   Development of Compliance Protocols including detailed inspection criteria, audit requirements, and reporting schedules for decentralized systems.

b.   Enforcement Mechanisms to outline penalties for non-compliance, steps for corrective actions, and escalation procedures in cases of safety or environmental breaches.

c.   Performance Metrics and KPIs to evaluate system effectiveness and adherence to policy objectives, enabling regular tracking and impact assessments[2].

6.6. Equity and Accessibility Strategy

Ensure that alternative water solutions are accessible to all communities, with a focus on underserved areas through:

a.   Equity Analysis to identify barriers faced by low-income communities in adopting alternative systems and propose financial or operational support mechanisms.

b.   Subsidy and Incentive Design to develop targeted programs that promote adoption among vulnerable populations, using grants, tax relief, or cost-sharing options.

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[2] In Case of failure - indemnity to reprioritise capital programmes to deal with failures by the Municipality - Constitutional Demands

c.   Public Education Plan outlining strategies for educating the public on the benefits and maintenance of alternative systems, with tailored resources for marginalized communities.

6.7.   Implementation and Capacity-building Plan

Create a roadmap and build internal capacity to ensure the successful rollout and enforcement of the policy through:

a.   Implementation Roadmap specifying timelines, departmental responsibilities, and resource needs for each stage of policy deployment.

b.   Training Modules for city inspectors, developers, and community stakeholders on policy compliance, inspection procedures, and reporting[3].

c.   Capacity Assessment to identify training needs, resource gaps, and technical support requirements within municipal departments to facilitate effective policy implementation and enforcement.

6.8.   Policy Drafting and Iterative Feedback Process

Develop and refine the policy document based on comprehensive research, stakeholder input, and best practices through:

a.   Drafting of Initial Policy incorporating all findings from legislative reviews, stakeholder engagements, and technical benchmarking.

b.   Feedback Loops with internal and external stakeholders, allowing for iterative revisions and adjustments based on real-world considerations and expert insights.

c.   Public Review Period to gather final input and secure buy-in from the community before policy finalization.

6.9.   Monitoring and Evaluation Framework

Establish a robust M&E framework to track the effectiveness of the policy over time and make adjustments as needed through:

a.   M&E Plan Creation specifying indicators, data collection methods, and reporting schedules for assessing policy outcomes.

b.   Annual Review Process to evaluate the impact of the policy on water security, infrastructure resilience, and community access.

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[3] Specialised inspections unit- not to be confused with building control inspections

c. Continuous Improvement Mechanism to ensure the policy remains relevant, adapting to technological advances, regulatory changes, and evolving community needs.

7. Deliverables and Timeline

Based on the project outputs and methodology outlined above, the consultant will produce the following deliverables:

Item	Deliverable	Estimate duration (Days)	Estimate cumulative Time (Days)
1. Inception Report			
1.1	Comprehensive project plan detailing: ● Approach; ● Timelines, and ● Stakeholder mapping.	2	2
1.2	Contextual Review of the CoT's water and sanitation infrastructure needs	4	6
2. Legislative Compliance Matrix			
2.1	Legislative Inventory listing and contextualising the List of relevant national and municipal water, sanitation, and environmental laws.	5	11
2.2	Compliance Requirements Analysis		
2.3	If required, recommended Amendments to existing bylaws and policies to accommodate alternative water solutions		
2.4	Compliance Plan outlining steps to integrate alternative water system regulations with South African water rights and public health laws.	2	13
3. Stakeholder Engagement and Needs Assessment			
3.1	Stakeholder Mapping and Analysis: Identification and categorization of key stakeholders including: ● City departments; ● Property developer; ● Home Owner Associations (HOAs), and ● Community groups.	6	19
3.2	Stakeholder Interviews and workshop summaries		
3.3	Stakeholder Influence and Integration Document		
4. Technical Standards and Benchmarking			
4.1	Generic specifications for design and installation of alternative water systems, including rainwater harvesting and onsite treatment.	10	29

Item	Deliverable	Estimate duration (Days)	Estimate cumulative Time (Days)
4.2	Maintenance and Safety Protocols		
4.3	Water Quality Standards for Potable and Non-Potable Uses derived from SANS		
4.4	Benchmark Analysis: Comparative analysis of Tshwane's proposed standards with those in other leading cities in the C40 Network		
4.5	Local Adaptation Recommendations for standards used in other leading C40 Cities (data/information to be provided by C40 Cities/City of Tshwane)		
5. Financial and Economic Analysis			
5.1	Cost-Benefit Analysis Report outlining: • Economic Comparison of Traditional vs. Alternative Systems • Life Cycle Cost Analysis	20	49
5.2	Financial Incentive Structure outlining recommendations for subsidies, grants, and incentives to promote adoption of alternative systems, particularly in underserved areas.		
5.3	Municipal Funding Options Analysis		
5.4	Risk Identification and Mitigation Strategies		
6. Monitoring, Compliance and Enforcement			
6.1	Detailed Inspection Protocols for inspections and audits of alternative water systems.	10	59
6.2	Compliance Reporting Requirements for system operators		
6.3	Penalty and Corrective Action Guidelines in cases of non-compliance		
6.4	Inspector Checklist		
7. Equity and Accessibility Plan			
7.1	Subsidy and Incentive Structure	10	69
7.2	Community Needs Assessment		
7.3	Public Education Material Development		
8. Public Engagement Plan			
8.1	Educational Workshop Plans	10	79
8.2	Feedback Collection and Analysis		
9. Implementation Roadmap			
9.1	Timeline and Resource Allocation Plan	12	91
9.2	Stakeholder Responsibilities and Coordination Plan		
9.3	Training Modules for Inspectors and Operators		
10. Draft Policy Document			

Item	Deliverable	Estimate duration (Days)	Estimate cumulative Time (Days)
10.1	Initial Draft	10	101
10.2	Revision Based on Feedback with summary of changes and rationale		
11. Final Policy Document			
11.1	Council-ready policy framework	5	106
11.2	Performance metrics and indicator set		
11.3	Guidelines for internal annual policy review and updates based on performance data and evolving needs		

Working days are indicative estimate and activities can be conducted in parallel or in a different timeline and order - please propose alternate methodologies within your proposals.

The latest project end date is 30 September 2025, and any proposal extending beyond this date will not be considered.

8. Proposal Guidelines

The proposal should give C40 evaluators all the information they need to assess your bid. Please clearly indicate where applicable:

8.1. Introduction

 a. Provide a brief overview of your organisation, including relevant experience, expertise, and previous successful projects related to urban water security initiatives and sanitation initiatives (package plants)

 b. Express your understanding of the core objectives and requirements outlined in the RFP

8.2. Approach and Methodology

 a. Detail your proposed approach and methodology for providing specialised support, including the tailored strategies and techniques you intend to employ.

 b. Explain how your methodology aligns with the project's scope, emphasising customised solutions tailored to Tshwane's unique water security challenges and funding landscape.

8.3. Project Plan

 a. Provide a comprehensive project plan that outlines the specific activities, timelines, and deliverables, detailing how you intend to achieve the objectives and address the scope outlined in the RFP, including how you intend to achieve the preparation of a policy framework, clear financial strategy, stakeholder and public engagement plan, monitoring and evaluation framework.

 b. Highlight the key milestones, workshops, consultations, and engagement activities that will be conducted within the proposed project timeline.

8.4. Team expertise

Showcase the expertise and experience of your team members who will be directly involved in the project, emphasising their relevant qualifications, knowledge of urban water security and water policy issues, and prior experience in working with municipalities and stakeholders.

8.5. Past Performance and References

Provide relevant references, case studies, or testimonials demonstrating your organisation's successful track record in similar urban water security initiatives, highlighting the impact of your previous work.

8.6. Compliance and Risk Management

Address any potential risks associated with the proposed project and outline your risk management strategies. Additionally, compliance with regulatory requirements must be ensured.

8.7. Appendices

Include additional supportive documents, such as organisational certifications, relevant publications, or supplementary materials that strengthen your proposal.

8.8. File Format

When preparing your proposal, it is vital to follow the specific guidelines outlined in the RFP and tailor the content to the requirements outlined. Proposals should be written in English, saved in PDF format, and not exceed **30 pages** of text. Reference material may be placed in annexes outside of the page count.

9. Project Management and Communication

C40 Cities and the appointed service provider will work collaboratively to ensure successful project execution. To facilitate this, a robust communication and project management plan will be established.

9.1. Meetings

Kick-off Meeting:

A joint meeting with C40, the service provider, and representatives from the municipality will be held at project initiation. This meeting will finalize the project timeline, establish working procedures, and detail the initial work plan (Deliverable 1.1).

Inception Meeting:

Approximately six working days after kick-off, meeting between the service provider, C40 and representatives from the municipality to agree on inception report, including the comprehensive project plan and stakeholder mapping.

Bi-weekly Progress Check-ins:

Short (30-minute) virtual meetings will be held bi-weekly to review progress, identify any challenges, and discuss plans for the upcoming period. These meetings will typically involve a smaller group focused on immediate project tasks.

Monthly Project Reviews:

Comprehensive monthly meetings will be held with the full project team, including C40, the service provider, and municipal representatives. These meetings (lasting approximately one hour) will involve presentations and detailed reports covering progress made against milestones and deliverables.

Ad-hoc Meetings:

Additional project team meetings can be convened as needed to address specific issues or review critical deliverables.

9.2.   Reporting

The service provider will be responsible for submitting monthly progress reports aligned with the project timeline and deliverables. These reports should be concise and informative, outlining progress made, challenges encountered, and next steps.

9.3.   Communication

The project's success hinges on close collaboration and clear communication between C40, the service provider, the municipality and various stakeholder groups. The service provider is expected to allocate sufficient time to effectively prepare for, actively participate in, and document the outcomes of all project meetings.

10.   Eligibility Criteria

Sufficient professional staff with suitable qualifications must be made available to undertake the project. The personnel must be knowledgeable and experienced in their fields of expertise. In particular, the project team should include professionals with expertise and experience in the following areas:

10.1.   Expertise and Experience
   a.   Team lead: Minimum of 10 years of experience in urban water security projects;
   b.   Demonstrated track record of successfully supporting the development of innovative projects or policies in the water sector;
   c.   Previous experience working with African cities, particularly in South Africa, and
   d.   Proven expertise in financial modeling and economic analysis for infrastructure projects.

10.2.   Team Composition
   a.   Multidisciplinary team including demonstrated water resource management expertise, policy expertise, stakeholder engagement expertise, financial analysis

expertise, and environmental expertise with a minimum of 5 years of experience in the water and sanitation sector;

b.   At least one team member with a minimum of 10 years of experience in water infrastructure project or policy development, and

c.   Inclusion of local experts or partnerships with local firms in the target country (South Africa).

10.3.   Financial Capacity

a.   Annual turnover of at least USD 500,000 over the past three years, and

b.   Ability to pre-finance project activities as payments will be made based on deliverables.

10.4.   Legal and Compliance

a.   Valid business registration and tax compliance certificates;

b.   No pending legal actions that could impair the ability to fulfill the contract, and

c.   Compliance with anti-corruption and ethical business practices.

10.5.   Insurance

Professional Indemnity Insurance with a minimum coverage of USD 1 million.

10.6.   Technical Capabilities

a.   Proficiency in conducting policy and regulatory analysis and environmental impact assessments;

b.   Capability to develop detailed financial models and funding strategies, and

c.   Experience in stakeholder engagement and capacity building.

10.7.   Language Proficiency

a.   Fluency in English (written and spoken) for all key team members, and

b.   Working knowledge of local languages in the target city is an advantage.

10.8.   References

Minimum of three verifiable references from similar projects completed in the past five years.

10.9.   Availability

a.   Ability to commence work within 30 days of contract award; and

b.   Commitment to dedicate necessary resources for the project duration.

10.10.   Knowledge Transfer

Demonstrated ability to transfer knowledge and build capacity within client organizations.

10.11.   Innovation

a.   Track record of applying innovative approaches to water security challenges, and

b.   Familiarity with latest technologies and best practices in urban water management.

10.12.   Conflict of Interest

    a.   No conflicts of interest that could compromise the objectivity of the work, and

    b.   Full disclosure of any potential conflicts of interest.

11.   Contract

Please note this is a contract for professional services and not a grant opportunity. Organisations unable to accept contracts for professional services should not submit bids. The work will be completed on the [C40 Standard Services Contract](#). These terms and conditions are non-negotiable.

Organisations that are unable to accept these terms as drafted should not submit bids in connection with this opportunity.

If C40 is unable to execute a contract with the winner of this competitive process, we reserve the right to award the contract to the second-highest Potential Supplier.

11.1.   Subcontracting

If the organisation submitting a proposal needs to subcontract any work to meet the proposal's requirements, this must be clearly stated. All costs included in proposals must be all-inclusive of any outsourced or contracted work. Any proposals that call for outsourcing or contracting work must include a name and description of the contracted organisations.

12.   Supplier Diversity

C40 is committed to supplier diversity and inclusive procurement through promoting equity, diversity and inclusivity in our supplier base. We believe that by procuring a diverse range of suppliers, we get a wider range of experiences and thoughts from suppliers and thus are best able to deliver to the whole range of our diverse cities and the contexts that they operate within.

We strongly encourage suppliers (individuals and corporations) that are diverse in terms of size, age, nationality, gender identity, sexual orientation, majority owned and controlled by a minority group, physical or mental ability, ethnicity and perspective to put forward a proposal to work with us.

Feel welcome to refer to [C40's Equity, Diversity and Inclusion Statement](#) as supplier diversity and inclusive procurement is one element of applying equity, diversity and inclusion to help the world limit global heating to 1.5°C and build healthy, equitable and resilient communities.

13.   Financial and Timeframe Considerations

The maximum available budget for this project is a maximum **USD 50,000**. Proposals exceeding this amount will not be considered.

The end date for delivery of the project is **30 September 2025**. Proposals extending over this timeline will not be considered.

14.   Payment Schedule

Subject to agreement of terms, payments will be disbursed according to the following schedule:

Payment Milestone	Percentage
1. Project Inception	30%
2. Completion of deliverables 2 to 10	50%
3. Completion of Final policy draft (deliverable 11)	20%
Total	100%

15.   Evaluation Criteria

Proposals will be evaluated against the following criteria:

Evaluation Criteria	Weighting
Technical Expertise and Deliverability as measured by: ● Proven Expertise water supply management, policy or regulatory analysis, financial analysis and stakeholder engagement; ● Team members' Experience, Qualifications and Availability, and ● Past successes and contributions of team members on similar projects in African cities.	40%
Innovation and Comprehensiveness of Proposed Methodology as measured by: ● Project Implementation and Feasibility, and ● Compliance with technical requirements.	15%
Equity and Ethical Alignment as measured by: ● the understanding of local community needs and consideration of inclusive water management solutions in the proposal; ● Engagement with locally-based organizations, and ● Involvement of women and youth-led organizations.	10%
Alignment with C40 Goals including how: ● The proposed solutions contribute to sustainable water resource management, reduced water-related energy consumption, and climate change mitigation in urban areas, and ● The approach facilitates the transition towards low-carbon and climate-resilient water systems in the target city.	5%

Evaluation Criteria	Weighting
Value for Money as measured by: ● Economy: minimising the cost of resources used/spending less; ● Efficiency: the relationship between the output from goods/services and the resources to produce them, and ● Effectiveness: the relationship between the intended and actual results. ● Total cost	30%

16. C40 Policies

C40 expects Service Providers to abide by these C40 policies

1. Non-Staff Code of Conduct Policy here

2. Equity, Diversity and Inclusion Policy here

3. C40 Non-Staff Travel and Expenses Policy here

17. Submission and Contact Information

Potential respondents must submit their proposals by **5 p.m. CAT, Wednesday May 21st,** to

Elizabeth Mungai, Climate Adaptation Specialist, emungai@c40.org

and cc:

Jessica Kavonic, Head of Implementation, Africa jkavonic@c40.org

 and Jules Le Gaudu, Water Security Network Manager, jlegaudu@c40.org

18. Disclaimer

C40 will not accept liability for potential suppliers' costs incurred in preparing a response for this RFP. Responses will be accessible to all C40 staff. The RFP is not a commitment or representation by C40 to enter into a contractual arrangement.

Neither the RFP issue nor any of the information presented in it should be regarded as a commitment or representation on the part of C40 (or any of its partners) to enter into a contractual arrangement. Nothing in this RFP should be interpreted as a commitment by C40 to award a contract to a Potential Supplier as a result of this procurement or to accept the lowest price or any tender.

Annex 1: Frequently Asked Questions

Is this RfP restricted to consultants from specific geographies?

Consultants from all geographies are eligible to apply for this RfP. However, experience in Africa and proximity to the target city would be an advantage.

Are individual consultants eligible for this contract?

Only firms and consortiums will be considered for the contract. Consortiums should consist of at least 3 suitably experienced team members. Individual consultants will not be considered.

Will C40 introduce the consultant to City Focal Points?

C40 will make introductions to the focal points within each city and any key informants identified at inception stage. Thereafter, the consultant will need to make their own arrangements/introductions for any additional interviews/meetings. Meetings will be between the consultant and stakeholders.

Who should prospective consultants contact for any clarifications?

Consultants should email queries to emungai@c40.org and jlegaudu@c40.org and copy jkavonic@c40.org.

Anonymised responses to questions will be provided here when the Q&A period closes on Wednesday May 14th, 2025.