

Terms of reference (ToR) for the procurement of services below the EU threshold

Study to Support the Securing of Funding (CAPEX and OPEX) for the Projects Identified in the City of Cape Town’s Liveable Urban Waterways (LUW) Programme	Project number/ cost centre: 24.3412.4 – 310.00
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0.	List of abbreviations	2
1.	Context.....	3
2.	Tasks to be performed by the contractor	6
2.1	Project Inception Phase	7
2.2	Evidence Gathering, Analysis and Assessment Phase.....	8
2.3	Report Development Phase	9
3.	Concept.....	10
	Technical-methodological concept	10
	Project management of the contractor (1.6)	10
	Further requirements (1.7).....	11
4.	Personnel concept.....	11
	Team leader	11
	Key expert 1: Urban Infrastructure Finance Specialist	12
	Key expert 2: Senior Municipal Researcher	13
	Key expert 3: Junior Municipal Researcher	13
5.	Costing requirements	14
	Sustainability aspects for travel	14
	For Contracts for works:	15
	Workshops, events and trainings.....	15
6.	Inputs of GIZ or other actors.....	16
7.	Requirements on the format of the tender	16
8.	Option	16
9.	Outsourced processing of personal data	17
10.	Annexes.....	17

0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
CAPEX	Capital Expenditure
CCT	City of Cape Town
CFF	Cities Finance Facility
CSRM	Catchment, Stormwater and River Management Branch (in the Water and Sanitation Directorate of the City of Cape Town)
FK	Expert
FKT	Expert days
GI	Green Infrastructure
IDP	Integrated Development Plan
KZFK	Short-term expert
LUW	Liveable Urban Waterways Programme
MTREF	Medium Term Revenue and Expenditure Framework
NbS	Nature-Based Solutions
NDA	Non-Disclosure Agreement
OPEX	Operational Expenditure.
PMT	Project Management Team (CCT and GIZ)
ToR	Terms of Reference

1. Context

The C40 Cities Finance Facility (CFF) is a project preparation facility that works with local governments around the world to prepare and implement urban infrastructure projects that improve the lives of residents. In its work it assists cities to access finance for their climate change mitigation and resilience projects (please see [C40 Cities Finance Facility | Homepage](#) for further details).

For the past two years, the City of Cape Town Municipality (the City) has received technical assistance support from the C40 Cities Finance Facility (CFF) to scale out its Liveable Urban Waterways (LUW) and Green Infrastructure (GI) Programmes. This support also included the development of a benefits case for the investment required. The CFF (as part of its Phase 4) has recently extended its support to Cape Town until July 2025. Funds are now available to support a financial study to assist the City in securing finance for the projects identified in the LUW Programme, including the projects developed with CFF support (as part of Phase 3) in the Sand and Zeekoe catchments.

The LUW Programme is a strategic City-wide programme to rehabilitate waterways using green infrastructure (GI), nature-based solutions (NbS) and water-sensitive design approaches. The programme was initiated in 2019/20 to give effect to City strategies on Water, Climate Change, Environment and Resilience, and is included in the Integrated Development Plan (IDP). For further information on the LUW please go to the LUW website capetown.gov.za/Family_and_home/residential-utility-services/residential-water-and-sanitation-services/liveable-urban-waterways and specifically review the case study report [CCT Liveable urban waterways Case Studies.pdf](#). In addition, for further background, Annex Two of this ToR contains a presentation given to the City's Section 80 committee on the LUW that captures some of the funding challenges the programme has experienced, as well as providing an overview of the proposed scale and impact of the LUW programme.

One of the key risks identified in the LUW Programme Implementation Framework is that, on account of multiple competing priorities, the funding allocations from City budgets are insufficient for it. This includes operational (OPEX) budgets to take projects through the City's project preparation cycle, capital (CAPEX) allocations to construct and commission the projects, and OPEX for ongoing operations and maintenance. This challenge was clearly illustrated by the deferring of CAPEX allocations to several LUW projects in a recent City budget review.

Waterways are generally seen as a lower priority in the City, when compared to other basic service needs, and are therefore not reflected effectively, or adequately, in departmental planning and budget priorities. This despite it being identified as an important issue in the IDP and several City strategies. In the 2024/25 – 2026/27 Medium Term Revenue and Expenditure Framework (MTREF), less than 1% of the City CAPEX allocation is for waterways and catchments (the majority of this being for a few very large flood alleviation schemes) and just R28 million is for waterway rehabilitation.

Having a stable and predictable source of funding to allow coordinated delivery of the LUW project portfolio, as well as keeping the momentum of project preparation and implementation is important for the following reasons:

1. The LUW Programme, and the projects associated with it to rehabilitate waterways, is a new concept for the City and it will take time, budget and continuous effort to embed this way of working.

2. There is a significant backlog of rehabilitation due to years of underinvestment in waterways. To close this backlog there needs to be consistent investment in rehabilitation projects.
3. Waterway rehabilitation projects need to be delivered at scale within a catchment to achieve optimal benefit.
4. Project delays and deferrals will likely mean some of the benefits (for example - reduced maintenance costs, avoided flood damage costs, protection of rates value and avoided declines in environmental quality) are also deferred, leading to increased costs in the longer term.
5. The impact of climate change on waterways and in catchments is happening now and the City does not have the luxury of time to put in suitable adaptation measures. Projects take years to develop, and implement, and the City needs to act now and with urgency.

There are several potential reasons for the funding challenges the LUW Programme is facing including, but not limited to, the following:

1. The City is fiscally constrained. This makes the case harder to support these types of projects.
2. The projects do not generate actual revenues that can support the City's fiscal position, with their benefits being reflected economically (including broader social benefits) rather than providing direct financial benefit to the City.
3. The longer-term benefits and developmental value of LUW projects are harder to justify than the shorter-term benefits derived from other service delivery projects being pursued and funded by the City.
4. Waterways, despite being green infrastructure that provides many infrastructural services, are not fully treated as such and therefore do not attract ongoing rehabilitation budgets like grey infrastructure (for example – roads, electricity sub-stations, water pipes) does.

The background above provides the rationale underpinning the study. Please note that for the purposes of this study internal funds are defined as all sources that the City generates internally (for example rates and user fees). This also includes funds obtained from national and provincial government that the City uses to support its programmes as detailed in the IDP. External funds in contrast are those that are obtained from sources such as, but not limited to, international funding organisations such as the Green Climate Fund, the business sector (potentially business organisations as well as specific businesses), residents and communities that benefit from the projects identified (this could include crowd funding from such beneficiaries as a potential approach) and loans provided to the City by development finance institutions or commercial financiers (including those that are concessional). These definitions will be reviewed during the inception phase of the study to ensure they are fit for purpose.

The objective of the study is therefore as follows:

“To clearly identify and characterize the reasons why LUW projects are not obtaining the required funding to develop and implement them effectively. On the basis of this analysis, identify and develop a number of funding options the City can consider so that stable and predictable budgets for LUW projects are secured, with a specific focus on mobilizing external funding sources. These options are to be developed into

a strategy with recommendations and an action plan for inclusion into the LUW Implementation Framework”.

To achieve this objective the following questions and issues must be addressed at a minimum by the study. It is anticipated that other questions and issues that need to be addressed, to achieve the study objective, will emerge as the study progresses. These are:

1. Review the LUW Programme Implementation Framework and project portfolio in relation to the City’s MTREF and long-term infrastructure plan, determine likely project programming and prioritisation (and the associated cashflow needs), and characterise the funding gaps.
2. What is the perceived value of LUW projects, in terms of how decision makers make decisions around CAPEX and OPEX allocations in the City? Does that perceived value reflect the LUW Programme’s own assessment of the value of its projects? If not, how can that gap be closed?
3. How can the LUW projects’ value be reframed as opportunity costs, this in order to demonstrate the implication of inaction and thus use the avoided cost to identify potential funding sources?
4. How do we create certainty around future avoided cost reduction and value creation?
5. Understand the City’s position on, and future proposals for, environmental fiscal reform and ensure the study’s findings aligns with, and informs, any related initiatives.
6. In terms of internal funding, what is the potential source, likelihood, quantum and timing of this that LUW projects could expect to access (for project preparation, implementation and operations and maintenance)? Internal funding would also consider national and provincial government grants, and how projects align to grant schedules.
7. Review of the national and global GI, NbS and climate adaptation financing systems, and associated opportunities, to understand potential financing models and instruments, with a particular focus on those realistically applicable to GI and NbS projects in metropolitan municipalities in South Africa.
8. Develop and then use a practical approach to evaluate the potential models and instruments available to help secure funding and determine what practical steps can be taken to realize these opportunities. This to include, but not be limited to, the following:
 - What are the existing external sources that can realistically, with an associated reasonable probability of success, be accessed to support the LUW Programme?
 - This should include an analysis of the timeframes associated with them (e.g. if successful when will funds become available, including application and approval timelines), conditions (e.g. do they need national government approval and/or co-financing), associated risks and what they can support.
 - Are the external financing options identified compliant with City finance policies and the Municipal Management Finance and its regulations? Are they consistent with the current thinking around the City’s Strategic Asset Management Plan and support its objectives?

- A LUW focused impact bond which attracts and leverages other sources of funding (e.g. donor funding) should be considered as part of external financing options, including an assessment of the City's appetite for taking on such instruments.
- What would the set-up requirements and associated institutional arrangements for the options identified be? How much, and what, work is required from the City to take advantage of a specific option? Is there internal appetite and resources to do what is required?
- Is there any indication that the private sector would be willing to contribute funds to the LUW Programme and its projects (for example – funding from businesses working in the insurance sector or projects being funded by businesses that are in their locality)? Is their interest to provide overall programme support or are they only interested in getting involved with specific projects or catchments? Are there any specific conditions associated with business support?
- The associated delivery mechanisms will also need to be considered. For example, would business entities prefer that funds go through a third party? What would be the preferred delivery model e.g. a service provider contracted by the third party or directly by the city?
- How do you promote institutional alignment ensuring key stakeholders work together and that processes are streamlined, rather than creating additional complexity?
- How do we avoid putting additional burden on existing City and national budgets or divert funds away from other critical programmes?
- How do you ensure equity of cost burden and benefit across multiple stakeholders?

Though the study will involve analysis of the City's internal processes and why LUW is not funded, the key focus, and therefore the bulk of the work to be done, will be on providing realistic options to secure external finance and what is required to do so.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- To deliver the assignment in a timely and professional manner that satisfies the requirements of the CFF and GIZ, across the three phases identified and effectively delivers on the assignment's objectives.
- The contractor is responsible for selecting, preparing, training and steering the experts assigned, as appropriate, to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables), as appropriate, and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

In addition to the reports required by GIZ in accordance with the AVB, the contractor submits the following reports:

- A final Inception Report.
- A Draft Report.

- A Final Report

Certain milestones, as laid in the table below, are to be achieved during the contract term.

Milestones/partial works	Deadline/place/person responsible	Criteria for acceptance
2.1.1 Submission of a final inception report.	To be completed by the end of April 2025. In Cape Town. Contractor Team Leader and PMT responsible.	Report produced and accepted by the PMT.
2.3.1 Development of a draft report.	By beginning of July 2025. In Cape Town. Contractor Team Leader and PMT.	Draft report produced and accepted by the PMT.
2.3.2 Development of a final report.	By end July 2025. In Cape Town. Contractor Team Leader and PMT.	Report completed and accepted by the PMT.

Period of assignment: from mid-April 2025 until the 31st of July 2025. Please note there is no possibility of an extension on this assignment due to CFF donor-related requirements.

Please note that in terms of “project start” this is defined as being the formal appointment of the chosen contractor i.e. when the contract has been signed by all parties. This is anticipated to be at the latest middle of April 2025.

Please note that this contract will be implemented as a contract for works.

For the three phases that constitute this project a number of tasks will need to be implemented. These are captured in the following sections.

2.1 Project Inception Phase

The project inception phase is key to laying the foundation for the effective delivery of the project. This includes ensuring that all the key stakeholders involved in the project have a shared understanding of what its aims are and how it will be managed to achieve these.

The following tasks will be undertaken:

- A kick-off meeting will be held as soon as the project contract has been signed to discuss the project, its aims, objectives and risks (assumed to be the middle of April 2025). A key part of this discussion will be the development of a workplan for the project and the planning of the inception workshop, including identification of all stakeholders to be invited. The contractor will be responsible for all the inception workshop arrangements. This kick-off meeting will involve the CCT and GIZ and will be in-person.
- An inception workshop will be held with key CCT stakeholders. This will be in-person and the proposed timeframe is during April 2025.
- A draft inception workshop report will be written and finalised after comments from the Project Management Team (PMT). This final inception report is proposed for the end of April 2025. The inception workshop proceedings and discussions will be captured in it, as a key input.

The milestones, timeline and responsibilities for this specific phase are as follows:

Milestones/partial works	Deadline/place/person responsible	Criteria for acceptance
2.1.1 Submission of a final inception report.	To be completed by the end of April 2025. In Cape Town. Contractor Team Leader and PMT responsible.	Report produced and accepted by the PMT.

2.2 Evidence Gathering, Analysis and Assessment Phase

During this phase the key work to support the development of the draft and final reports will be done. The final report will comprehensively address the key objectives of this assignment i.e.

- Identify why LUW projects are not funded.
- Identify, develop and characterize a number of options that could be used to fund the LUW programme.
- Develop these options into a strategy, with recommendations and an action plan, for inclusion into the LUW implementation framework.

The following tasks should be undertaken to deliver this phase. These are a minimum requirement as others may be required:

- a. An assessment will be done of the City's processes and associated criteria that influence the securing of LUW project funding. This would involve a review of existing documentation to assess the proposed funding requirements of the LUW projects and their timing. The approach to be taken should include interviews with key City officials to characterize internal decision-making processes around funding generally, and specifically the history of decision-making around LUW projects since the programme's inception in 2020. The City's Medium-Term Revenue and Expenditure Framework (MTREF) will also be reviewed, as well as the long-term infrastructure plan to determine financing gaps. A small workshop should be held with the officials of the Water and Sanitation Directorate's Catchment Stormwater and River Management (CSRM) Branch during this assessment. This to develop a first pass prioritization of the LUW project portfolio to develop an annual cash flow of budget needs.
- b. An identification, characterization and assessment of potential external sources of funding to support the LUW programme. This would involve what external sources of funding are available for project preparation, project implementation and ongoing operations and maintenance. The funding options proposed need to be achievable and realistic within the overall financing appetite of the City, the regulatory environment it operates in and the specific needs and timeframes of the LUW programmes' projects. To ensure this analysis is done effectively, criteria should be developed at the start of the project. In addition, to support an approach that is realistic about the potential of external financing sources to provide support, an analysis of the quantum of the support that could be given should be done.
- c. A review of different external funding delivery vehicles for use with LUW type projects locally and globally (to provide additional options for comparison and possible

development by the City) should be an element of this work. In addition, an overview of any required institutional processes to establish such delivery vehicles, in the South African municipal context for the LUW programme, should be defined.

- d. The potential for private sector interest in, and support to, the LUW should specifically be investigated as part of the assessment of potential external support. This should include, but not be limited to, discussions with insurance companies that have a potential interest in the types of projects the LUW intends to develop and their associated flood mitigation benefits, and businesses that would be interested in supporting projects in their locality.
- e. A format, and standard content, for a generic LUW project funding proposal should be developed. This reflecting common elements of funding opportunities, and their associated requirements, identified in this assignment that the LUW could potentially access. This to be used in future, as and when needed, to support the more effective and efficient development of submissions to potential funders.
- f. During this phase there will be three formal project management meetings between the contractor and the PMT to review progress and address any problems experienced in implementing the assignment. These will be held during the period between the beginning of May and the end of July 2025.

There are no milestones, timeline and responsibilities associated with this specific phase, as the work provides the basis for developing the draft and final reports (see section 2.3 below).

2.3 Report Development Phase

During this phase the draft report will be developed, a workshop to discuss the draft report will be held and a final report written.

The following tasks will be undertaken:

- a. An annotated table of contents will be developed to guide the development of the final report. This to ensure that all the questions posed by the study are answered comprehensively and that the three key elements of the study objective are effectively addressed. The proposed generic funding template will be reflected clearly in this annotated table of contents. It is proposed that this annotated table of contents is done by the mid-June 2025.
- b. A draft report will be developed and circulated to all key stakeholders for their comments and as the key input into a workshop to discuss it. Content detailing the discussions in the workshop will be produced and included in the draft (and final) reports. The draft report should be completed by the beginning of July 2025. The workshop will be held in mid-July 2025 and will be in-person.
- c. A final report will be produced based on comments made on the draft report and the discussions in the workshop. This will be completed by end July 2025.

The milestones, timeline and responsibilities for this specific phase are as follows:

Milestones/partial works	Deadline/place/person responsible	Criteria for acceptance
2.3.1 Development of a draft report.	By beginning of July 2025. In Cape Town. Contractor Team Leader and PMT.	Draft report produced and accepted by the PMT.

2.3.2 Development of a final report.	By end July 2025. In Cape Town. Contractor Team Leader and PMT.	Report completed and accepted by the PMT.
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3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

The project management team (PMT) guiding this project will be made up of representatives of the City of Cape Town, GIZ and C40.

Please note that the selected contractor will be required to sign a Non-Disclosure Agreement (NDA) with the CCT.

Please note that the selected contractor is required to send progress e-mails by the end of each week of the assignment. This reporting activity will be detailed in the inception report.

Further requirements (1.7)

There are no further requirements.

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

All tenderers should provide **a summary table at the beginning of each of the CVs**, clearly and comprehensively explaining how the proposed personnel address the requirements defined below for each of positions specified.

The below specified qualifications represent the requirements to reach the **maximum number** of points in the technical assessment.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines).
- Coordinating and ensuring communication with GIZ, partners and others involved in the project.
- Personnel management of the contractor team.
- Regular reporting in accordance with deadlines.

Qualifications of the team leader

- Education/training (2.1.1): Master's degree in urban planning, development finance, infrastructure planning, climate resilience, urban municipal finance, water management, engineering or any appropriate field that supports the objectives of the project.
- Language (2.1.2): C2-level language proficiency in English.
- General professional experience (2.1.3): 15 (fifteen) years of South African based professional experience that has built the team leader's in-depth knowledge of the municipal finance system in the country and enabled them to provide expert and clear guidance on how infrastructure is funded in the South African municipal context. This experience may be related to the fields of urban planning, development finance, infrastructure planning, climate resilience, urban municipal finance, water management sectors or any other appropriate sector that supports the objectives of the project.
- Specific professional experience (2.1.4): 10 (ten) years working in projects that relate to the municipal funding of local government infrastructure in South Africa. 5 (five) years of working on projects that relate to water infrastructure management in the municipal context in South Africa.

- Leadership/management experience (2.1.5): 10 (ten) years of management/leadership experience as project team leader or manager in a company.
- Regional experience (2.1.6): 2 years of experience in projects in the Western Cape, South Africa.
- Development cooperation (DC) experience (2.1.7): Not applicable.
- Other (2.1.8): Name and succinct description of 2 (two) projects the team leader has worked on that involve work identifying and accessing funding in South African municipalities with regard to river, stormwater and/or flood management and the municipal infrastructure associated with these issues, including nature-based solutions and green and ecological infrastructure. The description should include the objective of the project, the activities implemented to achieve that objective and the role the team leader played.

Key expert 1: Urban Infrastructure Finance Specialist

Tasks of key expert 1

- To support the team leader in delivering the project.
- Provide financial analysis of the LUW programme's future funding requirements.
- Assist in the analysis of what funding options, internal and external, could realistically be accessed to support the LUW's funding requirements.
- Provide an analysis of the decision-making processes in the City of Cape Town that relate to the future funding options of the LUW programme.

Qualifications of key expert 1

- Education/training (2.2.1): Master's degree in financial management, development finance, infrastructure planning, climate resilience, urban municipal finance, urban planning, development economics or any appropriate field that supports the objectives of the project.
- Language (2.2.2): C2 level language proficiency in English.
- General professional experience (2.2.3): 15 (fifteen) years of South African based professional experience in the urban municipal finance, infrastructure planning or any other appropriate sector that supports the objectives of the project.
- Specific professional experience (2.2.4): 10 (ten) years working in projects that relate to the funding of local government infrastructure in South Africa. 5 (five) years of working on projects that relate to the financial analysis of municipal infrastructure programmes in South Africa.
- Leadership/management experience (2.2.5): Not applicable.
- Regional experience (2.2.6): 2 years of experience in projects in the Western Cape, South Africa.
- Development cooperation (DC) experience (2.2.7): Not applicable.

- Other (2.2.8): Name and succinct description of 2 (two) projects the expert has worked on with regard to river, stormwater and/or flood management, and the municipal infrastructure associated with these issues, including nature-based solutions and green and ecological infrastructure. The description should include the objective of the project, the activities implemented to achieve that objective and the role the expert played.

Key expert 2: Senior Municipal Researcher

Tasks of key expert 2

- To support the team leader and the urban infrastructure financial specialist in delivering the project.
- Develop and manage the interview programme and workshops associated with the project.
- Research what external funding options are available to support the LUW's projects.
- Undertake, or support, any research required to address the project's objectives.

Qualifications of key expert 2

- Education/training (2.3.1): Bachelor's degree in infrastructure planning, climate resilience, urban municipal finance or any appropriate field that supports the objectives of the project.
- Language (2.3.2): C2 level language proficiency in English.
- General professional experience (2.3.3): 10 (ten) years of South African based professional experience in any South African municipal sectors that support the objectives of the project.
- Specific professional experience (2.3.4): 5 (five) years working in projects that relate to infrastructure management and finance at local government level in South Africa.
- Leadership/management experience (2.3.5): Not applicable
- Regional experience (2.3.6): Not applicable.
- Development cooperation (DC) experience (2.3.7): Not applicable.
- Other (2.3.8): Name and succinct description of 2 (two) projects the expert has worked on that involve the design and implementation of interview programmes and stakeholder workshops at municipal level. The description should include the objective of the project, the activities implemented to achieve that objective and the role the expert played.

Key expert 3: Junior Municipal Researcher

Tasks of key expert 3

- To support the team leader, the urban infrastructure financial specialist and senior municipal researcher in delivering the project.
- Support the interview programme and workshops associated with the project.
- Undertake, or support, any research required to address the project's objectives.

Qualifications of key expert 3

- Education/training (2.4.1): Bachelor's degree in infrastructure planning, climate resilience, urban municipal finance or any appropriate field that supports the objectives of the project.
- Language (2.4.2): C2 level language proficiency in English.
- General professional experience (2.4.3): 5 (five) years of South African based professional experience in the South African municipal sectors that support the objectives of the project.
- Specific professional experience (2.4.4): 2 (two) years working on projects that relate to infrastructure management and finance at local government level in South Africa.
- Leadership/management experience (2.4.5): Not applicable.
- Regional experience (2.4.6): Not applicable.
- Development cooperation (DC) experience (2.4.7): Not applicable.
- Other (2.4.8): Name and succinct description of 2 (two) projects the expert has worked on that involve the expert working on the design and implementation of interview programmes and stakeholder workshops at municipal level. The description should include the objective of the project, the activities implemented to achieve that objective and the role the expert played.

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills.
- Initiative.
- Communication skills.
- Socio-cultural skills.
- Efficient, partner- and client-focused working methods.
- Interdisciplinary thinking.

5. Costing requirements

Sustainability aspects for travel

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

If they cannot be avoided, CO₂ emissions caused by air travel should be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

For Contracts for works:

The contract for this project will be a contract for works.

The following basic calculations for the contract for works are a reference value based on the acceptance criteria for each partial work/milestone specified in Chapter 2 (Tasks to be performed by the contractor).

Since the contract to be concluded is a contract for works, we would ask you to offer your services at a lump sum price.

In addition, the assessment of the financial bid is also based on the underlying daily rates. Please also provide the underlying daily rates. A breakdown of days is not required.

Milestones/partial works	Estimated expert days for orientation	Deadline/place/person responsible
2.1.1 Submission of a final inception report.	40	To be completed by the end of April 2025. In Cape Town. Contractor Team Leader and PMT responsible.
2.3.1 Development of a draft report. (Please Note: this estimate includes all activities associated with the evidence gathering, analysis and assessment phase of this assignment i.e. section 2.2. of this ToR)	108	By beginning of July 2025. In Cape Town. Contractor Team Leader and PMT.
2.3.2 Development of a final report.	18	By end July 2025. In Cape Town. Contractor Team Leader and PMT.

Workshops, events and trainings

Workshops are an important part of the internal stakeholder engagement process that is a fundamental part of this project.

The contractor implements the following workshops as part of this project:

- An Inception Workshop; and,
- Workshop to discuss the draft report.

Please note that the contractor will be responsible for any attendance registers. GIZ will provide an appropriate template for these.

For each of these workshops the costing requirements should consider the following to ensure they are implemented effectively:

- The CCT will provide the venues.
- The contractor will need to provide appropriate catering.
- All workshops will run for one day only from 08h00 to 16h00.
- The maximum number of participants in these workshops will be 20 (twenty).
- Appropriate equipment to run the workshop will need to be provided by the contractor.
- Appropriate materials for the workshop will need to be developed and provided by the contractor.

GIZ's supports the principles associated with a Sustainable Event Management approach in its work. In this regard GIZ's South Africa office has developed Minimum Standards to support this approach. These are attached as an Annex to this ToR (See Annex One). Though not binding on consultants, GIZ's contractors are encouraged to adopt them as far as reasonably possible in any project and should indicate in their proposals their thoughts how this could be done.

6. Inputs of GIZ or other actors

GIZ and/or other actors are expected to make the following available:

- Any official letters to support the project's implementation.
- Access to relevant data as required; and,
- As indicated the City will provide venues for the two workshops.

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

The complete tender must not exceed 20 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 5 pages each. They must clearly show the position, and job, the proposed person held in the reference project and for how long. The CVs can only be submitted in English.

As the contract to be concluded is a contract for works, please offer a fixed lump sum price that covers all relevant costs (fees, travel expenses etc.). The price bid will be evaluated based on the specified lump sum price. In addition, please also provide the underlying daily rates. A breakdown of days is not required.

8. Option

Not applicable to this assignment.

9. Outsourced processing of personal data

There will be no outsourced processing of data as part of this assignment.

10. Annexes

The following annexes have been developed to support the understanding of this ToR.

Annex One – GIZ Minimum Standards for Sustainable Event Management at GIZ South Africa, Lesotho and Eswatini (September 2023).

Annex Two – City of Cape Town Section 80 Report on the Liveable Urban Waterways Programme (March 2024)

Other Requirements

- Please submit your proposal (technical and price proposal) in separate files/folder to ZA_Quotation@giz.de no later than **07th March 2025** all documents must be in PDF.
- Submission to any other email address may invalidate your bid.
- Please do not mention any price for this measure on your cover letter/Technical proposal.
- Please submit your tax clearance certificate with the bidding documents.
- Please submit your price proposal in **ZAR**.
- Our General Terms of Conditions (attached) shall not be changed/amended should you be the winner of this tender. These General Terms and Conditions will form part of the contract should you be awarded this contract. By submitting your proposal, we will conclude that you have read and accepted these terms and conditions.
- Participating more than once in same tender is not allowed and it will lead to your proposal as well as that of the company where you appear more than once being disqualified. The responsibility rests with the companies to ensure that their partners/experts are not bidding/participating more than once in same tender.
- **Bidders are not allowed to communicate directly with any other person regarding this bid other than the procurement official/s. Failure to comply with this requirement may lead to your bid being disqualified.**
- Bidders must strictly avoid conflicts with other assignments or their own interests. Bidders found to have a conflict of interest shall be disqualified. Without limitation on the generality of the above, Bidders, and any of their affiliates, shall be considered to have a conflict of interest with one or more parties in this EOI and tender process, if they:
 - a) are or have been associated in the past, with a firm or any of its affiliates which have been engaged by GIZ or the Interim Supply Chain Management Council to provide services for the preparation of the design, specifications, Terms of Reference, cost analysis/estimation, and other documents to be used for the procurement of the services in this selection process;

- b) were involved in the preparation and/or design of the programme/project related to the services requested under this EOI and tender;
- c) are serving or have been serving in the past three months in the structures of the Interim Supply Chain Management; or
- d) are found to be in conflict for any other reason, as may be established by, or at the discretion of GIZ.

Scientific data

In the event of any uncertainty in the interpretation of a potential conflict of interest, Bidders must disclose to GIZ, and seek GIZ's confirmation on whether or not such a conflict exists.

- Similarly, the Bidders must disclose in their proposal their knowledge of the following:
 - a) if the owners, part-owners, officers, directors, controlling shareholders, of the bidding entity or key personnel are family members of GIZ staff involved in the procurement functions and/or the Interim SCM Council or any Implementing partner receiving services under this EOI or tender; and
 - b) all other circumstances that could potentially lead to actual or perceived conflict of interest, collusion or unfair competition practices.
- **Failure to disclose such an information may result in the rejection of the proposal or proposals affected by the non-disclosure.**

Bids sent via Dropbox and WeTransfer will not be accepted