

AFRICAN DEVELOPMENT BANK
AFRICAN WATER FACILITY

REQUEST FOR EXPRESSIONS OF INTEREST

**CONSULTING FIRM TO DEVELOP THE AFRICAN WATER
FACILITY'S 2026-2030 STRATEGY**

- 1) The African Water Facility (AWF) hereby invites Consulting Firms to indicate their interest in the following Assignment: **To Develop the African Water Facility's 2026-2030 Strategy**
- 2) The primary objective of this assignment is to develop a comprehensive and forward-looking strategy for the AWF that will position the Facility to achieve its long-term goal of improving the quality of life for urban and rural communities in Africa. The specific objectives of the assignment include:
 - a. Conducting a rapid review of the AWF's performance and achievements based on the end-of-term evaluation of the 2017-2025 strategy undertaken in 2024. Take note of the main findings (positive and negative) of the evaluation and reflect upon them in the subsequent steps of the formulation of the Strategy 2026-2030.
 - b. Reflecting on the evolving needs of the water and sanitation sector in Africa, and identifying key trends, challenges, and opportunities for the sustainable management and development of the sector.
 - c. Developing a clear pathway for the AWF during the strategic period to be covered, that aligns with the broader goals of the African Development Bank Group, the Second Ten Year Implementation Plan (2024-2033) of Agenda 2063, and the Sustainable Development Goals (SDGs).
 - d. Defining the AWF Theory of Change (ToC), strategic priorities, pillars and objectives for the AWF for the period 2026-2030.
 - e. Developing a broad implementation plan outlining the actions, resources, and partnerships required to achieve the strategic objectives.
 - f. Developing a monitoring and evaluation framework to track progress and measure the impact of the AWF's interventions over the duration of the new strategy.
- 3) The Terms of Reference for the Assignment are specified in **Appendix I below** to this Invitation. You may comment on the TORs of the assignment.
- 4) The AWF invites Consulting Firms to indicate their interest in providing the above-described services. Interested eligible Consulting Firms or associations of Consulting Firms shall provide information on their qualifications and experience demonstrating their ability to provide the services (documentation, references for similar services, experience in comparable assignments, availability of qualified staff, etc.).
- 5) The eligibility criteria, the establishment of a short list and the selection procedure shall be in conformity with the African Development Bank's **Procurement Policy and Procedure for Corporate Consultants Recruitment**. Please, note that interest expressed by a Consulting Firm does not imply any obligation on the part of the Facility to include it in the shortlist.
- 6) Interested firms may obtain further information at the address below during office hours from 8:00 to 12:00 a.m. and 2:00 to 5:00 p.m. local time in Cote D'Ivoire.
- 7) Expressions of interest must be delivered in French or in English to the address below by **29th November 2024 at 5.00pm, (Abidjan time)**, and mention "Expression of Interest: **To Develop the African Water Facility's 2026-2030 Strategy**".

Attn: African Water Facility
African Development Bank
Mr. Mtchera Chirwa, Coordinator, AWF

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**AFRICAN DEVELOPMENT BANK GROUP
WATER DEVELOPMENT AND SANITATION DEPARTMENT
AFRICA WATER FACILITY (AWF)**



AFRICAN DEVELOPMENT BANK GROUP
GROUPE DE LA BANQUE AFRICAINE
DE DEVELOPPEMENT



APPENDIX I

TERMS OF REFERENCE

**RECRUITMENT OF A CONSULTANCY FIRM TO DEVELOP THE AFRICAN WATER FACILITY'S
2026-2030 STRATEGY**

1. BACKGROUND

- 1.1. The African Water Facility (AWF) was established in 2004 and is managed by the African Development Bank (AfDB) at the request of the African Ministers' Council on Water (AMCOW). The African Water Facility works to strengthen water security across the continent by preparing bankable water and sanitation projects, making innovative investments, and improving governance across the water sector. The Facility's work spans a wide range of areas, including drinking-water supply, sanitation and hygiene, agricultural and transboundary water management, monitoring and evaluation, capacity building, knowledge management, and water sector governance. Against the backdrop of climate change, the Facility prioritises projects that build climate resilience through adaptation and mitigation measures. Through these interventions, the AWF contributes to implementation of the African Development Bank's Water Policy (2021), Bank's Water Strategy (2021-2025), Bank's Ten Year Strategy (2024-2033), African Water Vision 2025, the Second Ten Year Implementation Plan (2024-2033) of Agenda 2063, and the Sustainable Development Goals (SDGs).
- 1.2. A process has been initiated for the development of the post-2025 Africa Water Vision and policy framework that is aligned to the African Union Agenda 2063. The AWF Governing Council has endorsed, and the AfDB's Board of Governors have approved, a request to extend the term of AWF, as the special fund, to 2050.
- 1.3. Currently guided by the Revised 2017-2025 strategy that ends in a year's time, the AWF seeks to develop a new strategy for 2026-2030. This new strategy will build upon the successes and lessons learned from the previous strategy while aligning with evolving global and regional priorities. The new strategy for 2026-2030 also sets the foundation for AWF's support and contribution towards the new continental water and sanitation framework.

2. OBJECTIVES OF THE ASSIGNMENT

- 2.1. The primary objective of this assignment is to develop a comprehensive and forward-looking strategy for the AWF that will position the Facility to achieve its long-term goal of improving the quality of life for urban and rural communities in Africa.
- 2.2. The specific objectives of the assignment include:

- g. Conducting a rapid review of the AWF's performance and achievements based on the end-of-term evaluation of the 2017-2025 strategy undertaken in 2024. Take note of the main findings (positive and negative) of the evaluation, and reflect upon them in the subsequent steps of the formulation of the Strategy 2026-2030.
- h. Reflecting on the evolving needs of the water and sanitation sector in Africa, and identifying key trends, challenges, and opportunities for the sustainable management and development of the sector.
- i. Developing a clear pathway for the AWF during the strategic period to be covered, that aligns with the broader goals of the African Development Bank Group, the Second Ten Year Implementation Plan (2024-2033) of Agenda 2063, and the Sustainable Development Goals (SDGs).
- j. Defining the AWF Theory of Change (ToC), strategic priorities, pillars and objectives for the AWF for the period 2026-2030.
- k. Developing a broad implementation plan outlining the actions, resources, and partnerships required to achieve the strategic objectives.
- l. Developing a monitoring and evaluation framework to track progress and measure the impact of the AWF's interventions over the duration of the new strategy.

3. SCOPE OF SERVICES

- 3.1. The strategy preparation process was envisaged to involve three main stages:
 - **Stage 1:** *Conceptualization, and evaluation of the AWF's performance under the current strategy.* Conceptualization of the end-of-term evaluation of the 2017-2026 strategy was completed in February 2024, and the actual evaluation of performance of the current strategy was completed in December 2024. Building on this, the current assignment will involve a rapid appraisal of the outcomes and recommendations of this evaluation, under item 3.2 (a) below, and taking lessons on board for consideration under the new strategy.
 - **Stage 2:** Situation analysis and stakeholder analysis. This is described under items 3.2 (b) to (d) below.
 - **Stage 3:** Visioning and strategy formulation. This is described under items 3.2 (e) to (g) below. The processes under Stage 3 will take into account emerging priorities for the Post-2025 Africa Water Vision and Policy formulation process.
- 3.2. The scope of work for this assignment, consistent with the above process conceptualization, will include the following:
 - a. **Appraisal of the performance under current strategy:** A comprehensive review of the AWF's current strategy, including its performance, achievements, and challenges has been completed. The task under this consultancy will be to carry out a desk appraisal of the findings and recommendations of the evaluation. The task also includes review of relevant policies, frameworks, and strategic documents, including the African Water Vision 2025 or revisions of it, the AfDB's Policy on Water, the Second Ten Year Implementation Plan of Agenda 2063, and other global water and sanitation initiatives like the SDGs.
 - b. **Approach and scoping:** Developing an approach for the strategy, including its boundaries, focus, objectives and key steps. Obtaining feedback from key stakeholders on the proposed approach and scope.
 - c. **Situation analysis:** Conducting a contextual analysis to identify emerging trends, challenges and needs, and opportunities that are likely to affect the African water and sanitation sector throughout the term of the strategy. Factors may include climate change, urbanization, technological advancements, gender issues, major donors and financing partners' priorities in the water and sanitation sector. The analysis shall include factors that influence project preparation and financing.
 - d. **Stakeholder consultation:** Engaging with key stakeholders, including African governments, AMCOW, Regional Economic Communities (RECs), Transboundary River/Lake Basin Organizations, AfDB,

Regional Banks, key donors and partner organizations, civil society / NGOs, and the private sector, to gather their perspectives on the AWF's role and priorities.

- e. **Visioning and strategy development:** This entails developing a new and forward-looking pathway for the AWF that allows the Facility to continue achieving results aligned to its mission and continent-wide vision. It also includes developing strategic priorities, and action areas in line with the AWF's mandate. It further involves formulating a Theory of Change (ToC), which is a model that illustrates the relationships between activities, outputs, outcomes, and impacts, and clarifies how each element contributes to achieving the overall goal. Further still, it involves developing a broad implementation plan outlining key activities, timelines, and responsible parties, and identifying potential funding sources and investment opportunities to support strategy implementation.
- f. **Capacity development needs:** This entails determining the skills, knowledge and attitude sets required for delivering the strategy; assessing the skills, knowledge and attitudes of AWF staff; identifying gaps in the capacity of AWF staff; and proposing measures for addressing capacity gaps.
- g. **Monitoring, Evaluation and Learning (MEL) Framework:** Develop a results framework, and reporting processes, including defining clear and objective indicators and targets to track progress of implementation of the strategy, and measure the impact of the AWF's interventions.
- h. **Drafting and validation:** Prepare a draft strategy document and present it to the AWF and stakeholders for review and feedback. Incorporate feedback and finalize the strategy document.

3.3. The estimated level of effort (LoE) is **136 person days** spread over a period of **six calendar months**.

4. METHODOLOGY

4.1 General approach

4.1.1. The assignment will be carried out through a combination of desk study, virtual and face-to-face stakeholder consultations, and iterative strategy development.

4.1.2. Key methodological steps will include the following:

- **Desk study:** Review of relevant existing AfDB and AWF documents, policies and strategies, including the AWF's current strategy, performance reports, and external studies that in particular inform the situational analysis (see 3.2.c).
- **Stakeholder Analysis and Consultations:** Conduct stakeholder mapping and analysis to identify key stakeholders to engage. Conduct key informant interviews, focus group discussions, and surveys with AWF's staff, Bank staff, AMCOW, Regional Member Countries (RMCs), development partners, and other stakeholders to gather insights and validate findings. The AWF will provide a minimum list of stakeholders to consult, and others will be identified by the consultant through the stakeholder analysis task. All the consultations will be virtual except for a physical interview of the AWF's development partners on the sidelines of the semi-annual AWF Donors and Partners Caucus meeting. The consultant will prepare a report on the contextual analysis and circulate it for review ahead of stakeholder consultations.
- **SWOT Analysis:** Assessment of the key factors in the internal and external environment of the AWF that are enablers or impediments for AWF's strategic interventions. The SWOT will be carried out through a physical workshop at the AWF head office in Abidjan. Participants at the SWOT workshop shall be staff of AHWS/AFW, AMCOW and a few partner organizations like GWP.

- **Workshops:** Facilitation of strategy development and validation workshops with the AWF team and stakeholders to ensure consensus and ownership of the strategy. The strategy development and validation workshops will be physical events at venues to be decided by the AWF.
- **Report writing:** Preparation of the draft strategy, review with stakeholders, incorporating feedback, and preparation of the final strategy.

4.2 Internal environment review

4.2.1. A key part of the study is a situation analysis, or the review of the internal and external environments of the AWF. This contextual analysis is important to ensure that the strategy is balanced, informed and responsive, and hence both relevant and achievable. Among other things, the contextual analysis is expected to help the organization to identify and leverage internal strengths, while addressing internal weaknesses. It also allows the organization to identify and leverage external opportunities while developing risk mitigation strategies to external threats. The consultant is expected to prepare a summary of the key findings of the contextual analysis, which will be largely based on desk review of literature, and stakeholder consultations.

4.2.2. The internal environment review is expected to cover, but not be limited, to the following:

- Organizational structure* - including how divisions, departments and complexes relevant to the functions of the AWF within the Bank are organized and function, reporting relationships, decision-making processes, collaboration opportunities between AWF and other Trust Funds; collaborations with other Bank's departments responsible for development communication, resource mobilisation, climate change, etc).
- Corporate culture* - the shared values, beliefs, and norms that shape the behaviour and attitudes of individuals within the Bank and the AWF.
- Policy framework* – internal policies and strategies that define priorities, give a sense of direction to the Bank, and outline approaches in specific areas. This includes the TYS 2.0, Trust Fund Policy, Bank's Water Policy and Strategy 2021, gender policy, climate change strategy, etc.
- Brand and reputation* - The perception of the Bank and AWF on the African continent and global marketplace, the unique value proposition of the AWF.
- Internal business processes* - The efficiency and effectiveness of key business processes, including procurement, financial processes, audits, project approval and closure, management and MEL systems in place, etc. This assessment will use the results from the performance review.
- Human resources* - The skills, knowledge, experience, and motivation of the workforce. This includes employee capabilities, in-service training opportunities, and talent management. This will also utilize the results from the performance review.
- Technology and infrastructure* – The level of technology adoption within the Bank and AWF, and the Bank's/AWF's ability to innovate and adapt to technological changes.
- Technical tools* – The effectiveness and level of use of technical tools developed by AWF/AHWS such as Credit Guarantees, guidelines for mainstreaming climate mitigation and adaptation, grant application evaluation tools, etc.

4.3 External environment review

4.3.1. The internal environment review is expected to be complemented by an external environment review.

4.3.2. This could include, but not be limited to, the following:

- a. *Water Scarcity* – the challenge of water scarcity on the continent, and geographical distribution of arid and semi-arid lands in Africa; the areas that have economic water scarcity; water use efficiency across water-use sectors; water demand management.
- b. *Water pollution* – ambient water quality of surface and groundwater sources; levels of water pollution; main sources of pollution and contributing activities.
- c. *Climate change and variability* – Climate change manifestation and impacts, and reasons for Africa’s high vulnerability to impacts of climate change; mainstreaming of climate change adaptation and mitigation in water sector activities; level of investment in climate change adaptation and mitigation; level of preparedness and disaster response.
- d. *Demography* – Characteristics of Africa’s population; rate of population growth and the opportunities and challenges it presents; efforts to cope with rapid population expansion.
- e. *Urbanization* – proportion of population that is resident in urban areas; projections of urban population growth in Africa; challenges presented by high urbanization rates for water supply and sanitation services; opportunities for dealing with urbanization in Africa.
- f. *Water sector infrastructure development* – the level of the infrastructure development and gap in existing infrastructure; per capita water storage in Africa compared to other continents; the potential for hydropower production; agricultural irrigation, navigation, tourism; opportunities and challenges associated with promoting the water-energy-food nexus; etc., that has for far been developed; level of investment in green infrastructure/ nature-based solutions.
- g. *Service coverage levels* – service coverage levels for safe water, improved sanitation facilities, and basic hygiene and economic impact of low coverage rates; level of effort needed to meet the SDGs; disparity in coverage levels between urban and rural areas.
- h. *Transboundary water governance*- The number of transboundary basins with treaties or cooperative management; performance of transboundary lake/river basin in Africa; number of African countries who are signatories to the two UN Water Treaties (the United Nations Convention on the Law of the Non-Navigational Uses of International Watercourses (1997); and United Nations Convention on the Protection and Use of Transboundary Watercourses and International Lakes (1992)).
- i. *Water resources monitoring and data management* – The geographical coverage and state of functionality of water resources monitoring networks; the state of water data and information management systems in Africa; the sharing of water knowledge and experiences.
- j. *Disaster risk management* – the frequency of occurrence, and economic impacts of water-related disasters in Africa; the policy, legal and institutional framework for disaster risk management in the RMCs; the level of preparedness, and capacity for responding to water-related disasters; opportunities for building back better and greener.
- k. *Technology and innovation* – emerging technologies and innovative approaches for dealing with various challenges in the water sector, such as water scarcity and sea water desalination, water pollution, managing pipe leaks and non-revenue water; water treatment; wastewater treatment; wastewater and fecal sludge recycling; use of renewable energy; use of artificial intelligence in water resources management.
- l. *Political situation* – the prevailing political situation on the continent, including conflict and insecurity, and the challenges and opportunities it provides for development work on the continent.

- m. *Global economic situation* – the state of the global economy in terms of global investment trends, rising costs and inflation, debt levels and financial stability, exchange rate volatility, and international trade policies and supply chains, and their influence on access to financing, resource allocation, technology advancements and transfers, and overall project feasibility.
- n. *Financing of the water and sanitation sector in Africa* – the level of public budget allocations to the water and sanitation; reasons for low national budget allocations to the water sector; trends in Official Development Assistance inflows to the water and sanitation sector and challenges with mobilizing ODA; shifting priorities of traditional donors; new funding areas; level of private sector funding of water infrastructure relative to other infrastructure sectors; performance of public-private partnerships in Africa; opportunities through emerging financial tools like climate funds; impact financing (including green bonds, blue peace bonds and nature bonds); and Payment for Ecosystem Services (PES).
- o. *Skills required for water infrastructure design, construction and maintenance* – Skills required vs. available for water infrastructure sector. Issues of skills mismatch especially in the field of technical and vocational training. Inclusion of gender elements as water infrastructure being a male dominated field.
- p. *Cross-cutting issues* – level of public involvement and awareness about water resources issues; extent of mainstreaming issues like gender, youth, jobs, social equity, etc., in water sector activities.

4.4 Work plan

- 4.4.1. The Consultant will be required to prepare a detailed work plan for the assignment, which will be reviewed and approved at the inception stage.
- 4.4.2. A tentative guide of the assignment, which the consultant will be required to refine is shown below.

ACTIVITY	TARGET DATE
Start of assignment	3 January 2025
Scoping of study – joint AfDB/AWF and Development Partners brainstorming	24 January 2025
End of Inception Phase	14 February 2025
Rapid appraisal of performance under current strategy; situation analysis; stakeholder consultations	11 April 2025
Visioning; objectives and goal setting; strategy development; theory and change and results framework development	2 May 2025
Draft strategy review and validation	23 May 2025
Final strategy submission	20 June 2025

5. DELIVERABLES

- 5.1. The key deliverables of the assignment are the following:
 1. **Inception Report:** Detailing the methodology, work plan, and timeline for the assignment.
 2. **Interim Report:** Summary of key findings from the situation analysis and stakeholder consultations.
 3. **Draft Strategy Document:** A comprehensive draft of the AWF Strategy 2026-2030, including a Theory of Change (ToC), implementation and monitoring plan, and strategies for addressing cross-cutting issues.
 4. **Final Strategy Document:** Final Strategy that incorporates feedback from AWF and stakeholders.

6. OUTLINE OF THE STRATEGY REPORT

6.1. The following is the proposed outline for the strategy, to be refined by the Consultant.

6.2. Proposed outline of the AWF Strategy 2026-2030 is below:

Acknowledgment

Acronyms

Table of Contents

Executive Summary

1. Introduction and strategic context
2. Achievements and Lessons Learned (2017-2025 Strategy Appraisal)
3. Strategic Vision, Goals and Priorities for 2026-2030, including in the area of cross-cutting issues.
4. Alignment with Regional and Global Frameworks
5. Partnerships and Stakeholder Engagement
6. Monitoring, Evaluation, and Learning (MEL)
7. Resource Mobilization and Sustainability
8. Dissemination and communication plan
9. Conclusion

Annex

Logframe

7. MINIMUM QUALIFICATIONS OF THE FIRM

7.1. The selected firm should possess the following qualifications:

- **Experience:** A minimum of 15 years of experience in strategic planning and policy development in the water and sanitation sector, a substantial part of it in Africa.
- **Expertise:** Demonstrated expertise in water resources management, sanitation, climate change resilience and adaptation, and project development.
- **Knowledge:** Wide knowledge and sound understanding of African water and sanitation sector situation, structure and operations of water and sanitation institutions, AfDB operational policies and procedures, the African Water Vision 2025, Sustainable Development Goals, climate change adaptation and mitigation, and regional initiatives on water in Africa.
- **Gender issues:** Good knowledge of gender issues concerning water and sanitation, and demonstrated commitment to gender equality, social inclusion, and environmental sustainability in their work.
- **Stakeholder Engagement:** Proven experience in conducting multi-stakeholder consultations and participatory strategy development processes at continental and/or global levels.
- **Team Composition:** Either possesses in-house, or is able to quickly mobilize, a multidisciplinary team as described below in Section 8. Team Composition.

8. TEAM COMPOSITION

8.1. To successfully develop the African Water Facility's (AWF) Strategy for 2026-2030, a multi-disciplinary team with expertise in various fields related to water, climate, and development is essential.

8.2. The suggested composition for the key study team is as follows:

- a. **Strategy Development Lead (Team Leader):** The Team Leader will be the overall project manager responsible for guiding the strategy development process, ensuring alignment with the ToR. The team

leader will lead stakeholder engagement efforts to ensure buy-in from governments, local communities, donors, and other key stakeholders and partners.

- b. **Water Expert:** Will provide technical expertise on integrated water resources management, focusing on strategies for efficient, equitable, and sustainable water resource use, including aspects of transboundary water management. Will provide expertise in the identification, preparation, and implementation of water-related projects (including rural and urban water supply, irrigation, hydropower and watershed management projects) and in the operation and maintenance of existing water facilities.
- c. **Sanitation Expert:** Will provide technical expertise on sanitation, and develop strategies for sustainable and innovative sanitation solutions, with a focus on accessibility and inclusivity in underserved areas across Africa. Will also address sanitation's role in public health, ensuring the strategy emphasizes hygiene promotion, disease prevention, and environmental health outcomes.
- d. **Climate Resilience and Adaptation Specialist:** Will focus on integrating climate resilience and adaptation strategies into the 2026-2030 plan, ensuring that AWF's projects respond to the impacts of climate change.
- e. **Finance and Resource Mobilization Expert:** Will explore innovative financing mechanisms for water infrastructure projects and advises on resource mobilization strategies to support AWF's strategic objectives.
- f. **Gender and Social Inclusion Specialist:** Will ensure the strategy prioritizes gender-sensitive and inclusive approaches to water and sanitation, targeting vulnerable communities and ensuring equitable access to resources.
- g. **Monitoring, Evaluation, and Learning (MEL) Specialist:** Will provide guidance on knowledge-sharing systems, and monitoring, and evaluation of water projects to ensure impact. Will design a robust framework for tracking the performance of the strategy, measuring impact, and ensuring lessons learned during strategy implementation are integrated into future strategies.

9. MINIMUM QUALIFICATIONS OF KEY PERSONNEL

9.1. For the objective evaluation of bids for the AWF Strategy 2026-2030 development, the key personnel should meet the minimum qualifications in terms of academic background, professional experience, skills, and attitudes outlined below.

9.2. The minimum qualifications are as follows:

a. **Strategy Development Lead (Team Leader):**

Academic qualifications: Master's degree or higher in water resources management, environmental management, public policy, international development, or a related field.

Professional experience: Minimum of 15 years of professional experience, with at least 10 years in strategic planning and program management in the water or development sector in Africa. Experience in leading multi-disciplinary teams and managing complex projects.

Key knowledge and skills:

- Strong leadership and strategic planning skills.
- Extensive knowledge of water policy and water management or development sectors in Africa.
- Proven stakeholder engagement and facilitation skills, particularly with governments, donors, and local communities.
- Experience in governance and institutional capacity development.
- Excellent communication and negotiation skills.

- Project management and coordination experience.

Desirable attitudes: Collaborative mindset, culturally sensitive, politically astute, and results-driven.

b. Water Expert:

Academic qualifications: Master's degree in civil engineering, water resources engineering, water supply, water resources management, public health, or a related field.

Professional experience: Minimum of 10 years of professional experience in domestic water supply and IWRM, with at least 5 years of experience in Africa. Proven experience with small to large-scale project preparation, financing, and implementation, preferably in collaboration with multilateral organizations. Experience in both rural and urban water management is required.

Key knowledge and skills:

- In-depth understanding of IWRM and rural and urban water supply systems.
- Experience working on water security challenges in Africa.
- Experience in developing and implementing water sector policies and strategies.
- Ability to propose innovative solutions to address water scarcity issues.
- Strong understanding of climate change impacts on water resources, water supply systems and adaptation strategies.
- Knowledge of regulatory frameworks and environmental considerations.

Desirable attitudes: Proactive and innovative in identifying solutions to complex water resource management and development challenges.

c. Sanitation Expert:

Academic qualifications: Master's degree in Sanitation, Sanitary Engineering, Civil Engineering, Environmental Health, Public Health, or a related field.

Professional experience: Minimum of 10 years of professional experience in sanitation and hygiene program development, particularly in Africa or other low-resource settings. Proven track record in working with international development organizations, governments, and other stakeholders.

Key knowledge and skills:

- Strong knowledge of sanitation and hygiene principles and practices, public health implications, and sanitation technology.
- Experience in developing and implementing sanitation sector policies and strategies.
- Expertise in climate-resilient infrastructure and approaches to mitigate climate impacts on sanitation.
- Ability to communicate complex sanitation, hygiene and public health concepts to a wide range of stakeholders.
- Ability to propose innovative solutions to sanitation challenges.
- Proficiency in design, implementation, and impact evaluation of sanitation projects.

Desirable attitudes: Passionate about public health and committed to equitable access to sanitation, especially for poor and marginalized communities.

d. Climate Resilience and Adaptation Specialist:

Academic qualifications: Master's degree in environmental sciences, meteorology, climate change, sustainable development, or a related field.

Professional experience: Minimum of 10 years of experience in climate resilience, adaptation planning, and nature-based solutions, with at least 5 years focused on Africa. Experience in climate risk assessments and resilience planning is essential.

Key knowledge and skills:

- Expertise in climate risk assessments, nature-based solutions, and adaptation strategies.
- Knowledge of climate finance mechanisms and policy development.
- Familiarity with climate change impacts in African contexts.
- Proven ability to integrate climate resilience into infrastructure and resource management projects.

Desirable attitudes: Proactive, forward-thinking, and passionate about sustainability and climate adaptation.

e. Finance and Resource Mobilization Expert:

Academic qualifications: Master's degree in finance, economics, business administration, or a related field.

Professional experience: Minimum of 10 years of experience in development finance, water infrastructure funding, and resource mobilization, with at least 5 years of experience in Africa. Experience working with public-private partnerships (PPP) and donor engagement.

Key knowledge and skills:

- Expertise in innovative financing mechanisms for water projects.
- Experience with public-private partnerships and donor engagement.
- Knowledge of resource mobilization strategies in the development sector.
- Familiarity with financial models and risk analysis for large-scale infrastructure projects.

Desirable attitudes: Analytical, financially savvy, and focused on securing sustainable funding solutions.

f. Gender and Social Inclusion Specialist:

Academic qualifications: Master's degree in gender studies, social sciences, development studies, or a related field.

Professional experience: Minimum of 8 years of professional experience in gender and social inclusion, particularly in the water and sanitation sector, with at least 5 years in Africa. Experience working with marginalized and vulnerable communities.

Key knowledge and skills:

- Expertise in gender-sensitive approaches to water and sanitation projects.
- Knowledge of social inclusion frameworks and practices in infrastructure development.
- Proven ability to integrate gender and social inclusion into strategy development.
- Experience working with diverse communities, ensuring equitable access to resources.

Desirable attitudes: Empathetic, equity-driven, and committed to inclusivity and social justice.

g. Monitoring, Evaluation, and Learning (MEL) Specialist:

Academic qualifications: Master's degree in monitoring and evaluation, project management, development studies, or a related field.

Professional experience: Minimum of 8 years of experience in designing and implementing M&E frameworks, with at least 5 years in the water or development sector in Africa.

Key knowledge and skills:

- Expertise in M&E frameworks, impact assessments, and data analysis.
- Knowledge of adaptive learning methodologies and continuous improvement processes.
- Proven ability to design and implement systems for tracking performance and measuring impact.
- Experience in incorporating lessons learned from previous strategies into new frameworks.

Desirable attitudes: Detail-oriented, data-driven, and committed to continuous learning and improvement.

10. DURATION

- 10.1. The assignment is expected to be completed within six months from the date of contract signing. The firm is required to provide a detailed timeline in the inception report.

11. INSTITUTIONAL AND IMPLEMENTATION ARRANGEMENTS FOR THE STRATEGY DEVELOPMENT

- 11.1. The development of the AWF Strategy 2026-2030 will be a collaborative and structured process, ensuring coordination between the African Development Bank (AfDB), the African Ministers' Council on Water (AMCOW), the AWF's Governing Council (GC), and the consulting team hired for this purpose.

- 11.2. The institutional and implementation arrangements outlined below provide a framework for how this assignment will be executed, managed, and overseen.

- **Governance oversight:** The Bank's Board of Directors are responsible for final approval of the strategy. The AWF's Governing Council will ensure that the strategy is aligned with AWF's mandate, evolving global priorities, and African regional needs. The Governing Council will reviewing draft versions of the strategy for quality control and to ensure that there has been adequate stakeholder engagement across Africa. The Governing Council will endorse the final draft before it is submitted to AfDB's Board of Directors for approval.
- **Management of the study:** The overall management of the strategy development study is under the oversight of the AHWS Director, with hands-on day-to-day management, guidance and quality assistance delegated to the AWF Coordinator. The AWF Coordinator will be assisted in this responsibility by a Task Team comprising the Principal Monitoring and Evaluation Officer and AWF's Consultant on Strategic Management. The key responsibilities of the Task Team include overseeing the consultant selection and recruitment process; liaising between consultants, AWF staff, and the AfDB to ensure smooth coordination; compiling available documents for review and passing them on to the consultant; receiving draft deliverables and circulating them to internal and external stakeholders for review and feedback; compiling feedback from reviewers and forwarding them to the consultant to consider; checking updated documents to ensure that all comments have been adequately addressed; supporting the consultant in identification of stakeholders, and in setting appointments with some of the stakeholders; and holding regular progress and coordination meetings with the consultants.
- **Bank-wide coordination:** An interdepartmental working group (IDWG), comprising nominated focal point experts across relevant departments will be established as the reference group to review the work of the consultant. This working Group will help mobilize the necessary department level information in support of the assessment and contribute to the design methodology tools and approach for the assessment and provide feedback on the draft report sharing insights into the findings, conclusions, and recommendations.

- **Consultant responsibilities:** The consultant will make available his staff for the study, and will conduct the study and submit deliverables according to the agreed methodology and work plan for the study. The consultant will be responsible for quality assurance of his deliverables.

12. SUBMISSION OF PROPOSALS

12.1 Interested firms are invited to submit a proposal detailing:

- Their understanding of the assignment.
- Proposed methodology and work plan.
- Team composition and CVs of key personnel.
- Relevant experience and case studies.

12.2. The AWF looks forward to receiving proposals from qualified and experienced firms to develop a strategic plan that will guide its interventions for a sustainable and water-secure future for Africa.

13. LIST OF DOCUMENTS

13.1 To facilitate the development of the AWF Strategy 2026-2030, a number of documents need to be compiled and reviewed to provide insights into the performance of the current strategy, align the new strategy with evolving priorities, and support decision-making during the strategy formulation process.

13.2 Below is an indicative list of documents that the AWF will compile and make available to the consultant:

- AWF Revised Strategy 2017-2025
- End-of-Term Evaluation of AWF Revised Strategy 2017-2025
- Annual Performance Reports of AWF (2017-2025)
- BDEV AWF Evaluation Report 2020
- AWF Audit Reports 2017-2025
- African Water Vision 2025
- African Development Bank (AfDB) Water Policy 2021
- African Development Bank (AfDB) Water Strategy 2021-2025
- AWF Project Reports and Case Studies:
- AWF Operational Guidelines
- AWF Financing Models
- AWF Project climate risk assessment reports
- AfDB/AWF Stakeholder Engagement Policy and Strategy Documents
- AWF Partner Organizations' Strategies and Action Plans on gender mainstreaming
- AfDB's Gender Policies and Strategies
- AWF Gender and Social Inclusion Strategy
- Case Studies on Gender and Water Projects:
- AWF Resource Mobilization Strategy and Action Plan
- AfDB Public-Private Partnership (PPP) Strategy
- AWF Funding Proposals and Agreements
- AWF Monitoring and Evaluation Framework for the 2017-2025 Strategy
- Bank Project Monitoring Reports
- Project Evaluations and Lessons Learned Reports.
- Regional Economic Communities' (RECs) Water Policies and Strategies.

- Theory of Change Frameworks: Existing frameworks or templates used by AfDB/AWF or partners for strategic planning.
- Sustainable Development Goals (SDGs) Progress Reports for water-related targets
- AMCOW Strategic Frameworks and Policy documents.
- Agenda 2063: Second Ten Year Implementation Plan
- Global Water and Sanitation Initiatives: Reports and strategies from international organizations such as the World Bank, United Nations, and the Global Water Partnership, which focus on water security, sanitation, and climate resilience.
- Nationally Determined Contributions (NDCs) of African countries.
- Nature-Based Solutions Reports: Publications that discuss the integration of ecosystem-based approaches into water management and climate resilience.
- African Climate Resilience Strategy Documents: