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# Sustainable Cities - Phase 1

EU-Ghana Partnership for Sustainable cities project

## *Terms of Reference*

**Request for Consultant services - Support for the implementation of 'Access to Water and Recreational Areas' Component (C5)**

December 2025

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## I INTRODUCTION

The Sustainable Cities – Phase I project is part of the EU-Ghana Partnership for Sustainable Cities. The project is funded by the European Union and implemented by Expertise France through the Ministry of Local Government, Chieftaincy and Religious Affairs (MLGCRA). The project aims to enhance urban prosperity by supporting the development of sustainable and inclusive cities; addressing urban challenges while fostering long-term growth and resilience. Specifically, the project seeks to support six cities—Tamale, Wa, Damongo, Nalerigu, Yendi, and Bolgatanga—in advancing sustainable urban development and tackling challenges related to spatial growth and climate change. The project also seeks to improve urban governance through inclusive planning, better access to urban services, and the promotion of green economic development and job creation.

To achieve this ambition, the Project is supporting

- **Decentralization through the development of an Urban Observatory:** At the national level, the project is supporting decentralization efforts by establishing an Urban Observatory. This observatory will enhance data-driven decision-making and coordination for urban planning, acting as a central hub for data collection, analysis, and sharing. The observatory will foster collaboration among national and local authorities, the private sector, civil society, and development partners to ensure a coherent approach to sustainable urban development.
- **Public Service Management:** Locally, the project aims to strengthen the capacity of municipal authorities to manage and plan urban services effectively and equitably. This includes improving financial management, and citizen engagement through digital solutions, smart technologies, and public-private partnerships. By enhancing local governance structures, the project seeks to improve service delivery, and foster inclusive participation in urban decision-making processes.
- **Integrated Urban Planning:** The project also focuses on integrating climate-resilient urban planning. In collaboration with local authorities, Expertise France will help municipalities develop or update urban and sectoral master plans. This will involve capacity-building activities aimed at enhancing planning skills, fostering participatory planning, and ensuring alignment with national policies. Emphasis will be placed on addressing climate issues, gender, and the creation of master plans that ensure sustainable urban growth.
- **Improved Access to Services:** A structural component of the project is enhancing the quality and accessibility of essential services for urban residents. This will be achieved through the development of pilot projects and infrastructure focused on sustainable waste management systems (component 4), access to water, and creating inclusive public spaces for all citizens (component 5). These initiatives are designed to elevate resident's quality of life, promote social inclusivity, and stimulate local economic growth.

### Implementation Approach

The Sustainable Cities Project adopts a participatory methodology, emphasizing innovation, collaboration, and local ownership:

- Experimenting with innovative urban development solutions through pilot projects.
- Encouraging peer learning and policy dialogue among stakeholders to share best practices and challenges.
- Promoting scalable solutions for sustainable urban development that can be replicated across other regions of Ghana.

## 2 OBJECTIVES OF ASSIGNMENT

The assignment focuses on Component 5 of the project, which is dedicated to improving access to water and recreational activities for the most vulnerable citizens, with the aim of increasing the proportion of the population using safely managed drinking water services and benefiting from enhanced opportunities for leisure, social interaction and community well-being.

The overall outputs expected from Component 5 are the following:

- Municipalities' capacities are strengthened to better participate in water provision and water resources management.
- Urban planning practices are improved to integrate the planning and development of recreational activities.

The component seeks to strengthen the role of local governments in providing adequate collective access to quality water in the most vulnerable urban areas, while securing the management of water resources. It will also support the establishment of partnerships with private sectors and civil society to ensure efficient management and maintenance of these access points. In parallel, the component promotes the development of safe and inclusive recreational spaces, particularly in areas lacking basic urban amenities, through similar collaborative approaches.

To support the planning, technical steering and operational implementation of the Component 5 of the project, Expertise France is looking for the services of a Consultant.

The selected consultant will operate under the supervision of Expertise France, and provide **strategic, technical and operational inputs to ensure the quality, consistency and effectiveness of the component's activities.**

In that regard, the assignment will focus on **Providing technical assistance for the preparation, design and implementation of communal water-point installations in vulnerable urban areas**, including the review and strengthening of proposals developed by public water utilities and the oversight of contractors during construction.

## 3 IMPLEMENTATION FRAMEWORK: ACTIVITIES

The assignment aims to support Expertise France in its role of providing technical and operational assistance for the preparation and implementation of small-scale urban water-access investments in vulnerable and underserved neighbourhoods. This includes supporting the rehabilitation of existing facilities and the development of new systems—such as standpipes and mechanised boreholes feeding local distribution points—implemented in alignment with sector plans and in close coordination with the two public water utilities (GWCL and CWSA) and the Metropolitan and Municipal Assemblies (MMAs).

A central component of the assignment is the provision of technical assistance for the preparation, design and implementation of communal water-point installations, including:

- reviewing, challenging and validating the technical proposals submitted by GWCL and CWSA;
- confirming design assumptions, sizing parameters and technical feasibility;
- ensuring oversight and quality assurance of contractors during construction;
- integrating urban-planning considerations, density constraints and network-expansion requirements.

To ensure long-term sustainability, the assignment will also contribute to establishing conditions for responsible private-sector engagement in urban water distribution, including the definition of contract modalities and management models suited to chronic water scarcity and the affordability constraints faced by low-income and vulnerable urban populations

## 4 SCOPE OF SERVICES

### 4.1 Design and implementation of technical solutions for access to water in priority urban areas

#### I. **Technical assistance for Engineering, feasibility and investment preparation**

The Consultant will support Expertise France (EF) and the local partners (MMAs, GWCL, CWSA) in preparing technically robust and context-appropriate water-access investments. This includes:

- *Technical review and feasibility analysis*
  - Review, challenge and validate all technical proposals and design options submitted by GWCL and CWSA.
  - Verify design assumptions, engineering parameters, sizing, and feasibility of proposed solutions.
  - Identify appropriate technical options for dense and vulnerable urban environments, considering water scarcity, existing infrastructure, and future expansion needs.
  - Propose adjustments or alternative solutions where necessary to ensure technical robustness, sustainability and value for money.
- *Verification and quality control of technical and procurement documentation*
  - Support EF in reviewing preliminary studies and detailed design documents prepared by GWCL, CWSA, ensuring alignment with national and sectoral standards, technical requirements and the investment envelope.
  - Conduct quality-assurance checks on execution drawings, technical specifications, bills of quantities and implementation schedules, ensuring completeness, internal consistency and technical soundness.
  - Verify the integration of environmental and social recommendations (including ESIA mitigation measures, where applicable) in all design and implementation documents.
  - Review technical procurement documentation prepared for the recruitment of works contractors and other subcontracted service providers, including technical specifications, Employer's Requirements, evaluation criteria, and any site-specific clauses.
  - Support EF in the review and validation of procurement documents prepared for the recruitment of works contractors and other subcontracted service providers, ensuring coherence, technical soundness and risk-mitigation adequacy.
- *Bid Evaluation and Award Support*
  - Provide technical assistance during procurement and evaluation of offers, including compliance checks, technical analysis of bids, market price benchmarking, and cost-realism assessment of contractor quotations.

#### 2. **Support for quality control during work implementation**

- *Support for the quality control of deliverables produced by GWCL and CWSA during works implementation*

The Consultant shall support EF in the quality control of all technical and operational deliverables produced by GWCL and CWSA during works implementation, including:

- Reviewing work plans and construction schedules
- Verifying material specifications, inspection reports, testing results and any technical notes or adjustments issued during implementation
- Assessing the consistency of all deliverables with:

- Validated design documentation;
- Applicable technical standards and approved methodologies;
- Environmental and social safeguards (including ESIA mitigation measures, where applicable).
- Identifying and flagging discrepancies, risks, non-conformities or emerging issues to EF
- Providing clear technical advice and recommendations for corrective actions, mitigation measures or adjustments
- Supporting EF in assessing the technical soundness, feasibility and implications of any design modifications or implementation changes proposed by GWCL or CWSA.

### **3. Integration of Urban Planning Interfaces and Public-Space Co-Benefits**

When appropriate, the Consultant will integrate urban planning and public-space considerations into the design and siting of water-access infrastructure. Tasks include:

- **Urban-planning interfaces**
  - Analyse density patterns, land-use constraints, right-of-way conditions, and future urban growth areas.
  - Ensure consistency with local spatial plans, SDFs and recreational-space strategies.
- **Recreational and multi-use public-space integration**
  - Assess opportunities to co-locate water points within or adjacent to recreational or community-use spaces.
  - Evaluate comfort, safety, visibility, accessibility, shading and user-flow patterns.
- **Resilient and inclusive site-layout optimisation**
  - Optimise layouts to improve climate resilience, minimise conflicts with circulation, and enhance inclusion for vulnerable users.
  - Propose spatial improvements enhancing the social and environmental value of the sites.
- **Design of multifunctional, climate-resilient micro-spaces**
  - Recommend simple, low-cost enhancements (shading structures, seating, drainage, green elements) that strengthen the value and sustainability of water points as community assets.

### **4. Support for testing and commissioning phase**

- Assisting EF in conducting on-site inspections and functionality tests prior to commissioning.
- Reviewing and validating results of testing and performance checks carried out by GWCL, CWSA or contractors.
- Reviewing as-built drawings and ensuring their consistency with validated designs and any approved changes implemented during construction.
- Verifying completeness and quality of handover documentation, including operation and maintenance manuals, asset registers and warranties.

## **5 METHODOLOGY AND KEY PRINCIPLES OF THE CONSULTANCY SERVICE**

The mission will be implemented through a **participatory and consultative** placing strong emphasis on stakeholder ownership, social inclusion, and technical feasibility. The Consultant is expected to adopt a methodology tailored to the realities of secondary cities in Northern Ghana, combining data-driven assessments with community-based processes to ensure relevance, sustainability, and alignment with local priorities.

All activities will be conducted in close coordination with the Expertise France project team based in Accra and Tamale, in line with its responsibilities as delegated project operator.

The Consultant will provide continuous technical input and feedback to Expertise France on emerging risks, bottlenecks, and potential adjustments, helping to ensure the responsiveness and operational relevance of project activities.

### **Multi-source and Participatory Diagnosis**

The Consultant is expected to begin by consolidating knowledge from the following sources:

- **Existing situational analysis reports** developed under the project, but also previous and current water projects in the intervention areas;
- **Local knowledge** provided by MMAs, national utility agencies (GWCL, CWSA), civil society actors, and community representatives;
- **On-site technical observations and field assessments**, including infrastructure condition surveys, functionality checks, and spatial mapping.

Triangulation methods can be used to address data gaps, verify assumptions, and cross-validate findings. Particular attention shall be given to vulnerable and under-served areas, and to ensuring that gender, youth, and diversity dimensions are considered from the outset.

The consultant is expected to conduct a preliminary participatory needs assessment through swift field consultations, including:

- Focus group discussions, community workshops, and key informant interviews;
- Engagement with women's groups, youth associations and Assembly officers;
- Documentation of community priorities, with transparency on trade-offs made in light of technical constraints and budgetary limits.

### **Technical and Social Co-design**

The Consultant shall ensure that users and local actors are actively involved throughout the design process, in particular for the definition of water infrastructure interventions. Activities will include:

- Co-design sessions with communities to determine usage, spatial configurations and preferences;
- Workshops on governance models, exploring possible roles for local CSOs, Assembly departments, and private service providers;
- Production of participatory deliverables: usage maps, conceptual layouts, simulations, and synthesis reports to be validated by stakeholders.

The Consultant should guarantee the effective social embedding of all infrastructure components, including water points, green spaces, and small-scale public facilities.

### **Deliverable Validation and Communication**

Each deliverable will be considered billable and eligible for payment only upon formal validation by Expertise France. If comments are raised, the Consultant shall submit a revised version within seven (7) working days. A maximum of two rounds of revision is expected, with shorter turnaround times encouraged to maintain implementation momentum.

A virtual debriefing meeting shall follow the submission of each key deliverable. In addition, on-site restitution workshops will be planned for the key deliverables.

### **Communication and Final Submission Protocols**

During the entire contract period, email, videoconference, and phone communication will be used extensively to ensure smooth coordination. All draft and final reports will be submitted electronically.

## 6 DURATION OF ASSIGNMENT

The duration of the assignment is **24 months**. Over this period, the Consultant will be responsible for delivering all activities outlined in these Terms of Reference and for providing continuous support to Expertise France throughout all technical and operational phases of the assignment.

The Consultant is expected to carry out regular field missions to the targeted cities and to maintain ongoing coordination with MMAs and local stakeholders. This timeframe will enable comprehensive diagnostics, structured stakeholder engagement, effective procurement processes, and the full implementation and monitoring of the pilot initiatives.

## 7 DELIVERABLES

### 7.1 Expected deliverables

The list of deliverables presented below is indicative and aims to provide a structured framework for the Consultant's scope of work. The exact number, content, and format of deliverables will be defined in the individual purchase orders that will be issued by Expertise France to formalise each specific expression of need under the contract.

#### 7.1.1 Diagnostics, Feasibility & Technical Review Deliverables

- **Deliverable 1 - Inception Report and Updated Work Plan**

The Consultant is expected to prepare an inception report within the first weeks of the assignment. This report will outline the methodology, updated schedule, and strategic approach to the technical assistance. It shall include:

- a. Recommendations on the data sources to be reviewed or collected (local plans, existing infrastructure records, demographic data, previous assessments, etc.);
- b. A proposed schedule aligned with critical implementation periods, identifying optimal timeframes for conducting field assessments and stakeholder engagements;
- c. The procedures and tools to be used for technical diagnosis, infrastructure assessment (water/recreation), and participatory consultations;
- d. A stakeholder engagement plan detailing consultation sequences, key actors to involve, and approaches to ensure inclusion (e.g. women's groups, youth, local associations);
- e. An outline of the data gaps identified during the desk review and proposed measures to address them (estimation, validation tools);
- f. Draft templates for survey forms, checklists, and consultation guides to be used during field missions;
- g. A revised work plan aligned with the 24-month timeline, clearly stating delivery milestones, validation steps, and coordination procedures with the Expertise France team.

**Indicative deadline:** Week 2

- **Deliverable 2 - Technical Feasibility Report**

The Consultant shall produce a Technical Feasibility Report analysing the soundness, relevance and implementability of the proposed pilot projects. The report shall include:

- A detailed review and critical assessment of the technical proposals submitted by GWCL and CWSA, including engineering choices, network integration, siting, water-production options, and expected performance levels.
- An assessment of the underlying assumptions used in the proposals (design flows, demand projections, water availability, energy requirements), as well as verification of sizing parameters and overall feasibility of the proposed solutions.



- Proposition of alternatives where technical adjustments or alternative configurations may be required to improve cost-effectiveness, operational reliability or suitability to dense and vulnerable urban areas.
- Integration of Environmental and Social Impact (ESIA/E&S) considerations, ensuring that technical options comply with mitigation measures, safeguard requirements and site constraints.
- A validation of cost estimates provided by the utilities or design contractors, including assessment of unit costs, realism of budget assumptions, and consistency with market benchmarks.
- An assessment of the proposed implementation timetable, including risks related to sequencing, procurement, seasonal constraints, and coordination needs with utilities and MMAs.
- Recommendations for necessary adjustments to APS/APD documentation, including revisions to designs, BoQs, work schedules, technical standards or E&S integration.
- A technical note assessing and detailing:
  - spatial interfaces between proposed water-access points and existing/planned recreational or multi-use public spaces;
  - site-layout optimisation options (accessibility, shading, circulation flows, safety);
  - opportunities for co-benefits (e.g., integration of water points into shaded areas, seating spaces, green corridors or community hubs);
  - preliminary micro-design recommendations for improving resilience, usability and inclusion at each site (e.g., simple shading, drainage, lighting, safety, universal access).

**Indicative deadline:** 1,5 Months

- **Deliverable 3 - Quality control reports on Technical & Procurement documents**

The Consultant is expected to prepare Quality control reports covering the review and validation of key technical and procurement documents prepared by GWCL, CWSA, EF or design contractors. This deliverable shall include:

- A technical review of preliminary design and final studies and documentation, assessing consistency with standards, design soundness, constructability, and alignment with validated feasibility analyses.
- A detailed examination of technical specifications, bills of quantities, drawings and implementation schedules, checking for completeness, coherence, duplication, inconsistencies and compliance with the approved investment envelope.
- Verification that Environmental and Social requirements (including ESIA mitigation measures, site constraints, safety requirements and accessibility provisions) are fully integrated into all technical documents.
- A review of draft procurement files for the recruitment of works contractors and subcontracted service providers.
- Identification of gaps, risks or non-conformities, with clear recommendations for corrective actions to strengthen technical quality, completeness and compliance.
- Advice to Expertise France on the adequacy and readiness of the technical and procurement documents for launch of tenders.

**Indicative deadline:** TBD

- **Deliverable 4 - Periodic GWCL/CWSA Deliverables' quality control reports**

The Consultant will support EF by reviewing all technical and operational documents produced by GWCL, CWSA and other operators during works implementation. The scope of the review work expected should include:

- Detailed review of method statements, shop drawings, work plans and construction schedules submitted by utilities.
- Verification of material specifications, inspection reports, testing results and site instructions issued by GWCL/CWSA.
- Analysis of proposed technical adjustments, including their feasibility, risks and potential impacts on quality, timelines and budgets.
- Clear identification of issues, gaps or inconsistencies, with technical advice for EF on how to address them.
- Recommendations for acceptance or rejection of proposed modifications or technical decisions presented by GWCL/CWSA.

**Indicative deadline:** TBD

- **Deliverable 5 - Assessment report of existing management models for collective water access points**

The Consultant is expected to prepare an analysis of existing management arrangements applicable to small-scale urban water systems in Ghana. The report should include:

- A review of operator typologies (public utility management, CSO-led arrangements, private operators, community structures, hybrid models).
- An assessment of performance, reliability, financial sustainability, governance arrangements and user satisfaction.
- Analysis of inclusiveness, especially regarding gender, vulnerable groups and affordability.
- Identification of structural gaps, operational weaknesses or opportunities for reform.
- Preliminary recommendations on suitability of existing models for the pilot interventions.

**Indicative deadline:** Month 1

### Summary of deliverables

| Deliverables                                                                          | Indicative end date   |
|---------------------------------------------------------------------------------------|-----------------------|
| 1. Inception report and Updated work plan                                             | T0 + 2 weeks          |
| 2. Technical Feasibility Report                                                       | T0 + 1,5 months       |
| 3. Quality control reports on Technical & Procurement documents                       | TBD in purchase order |
| 4. Periodic GWCL/CWSA Deliverables' quality control reports                           | TBD in purchase order |
| 5. Assessment report of existing management models for collective water access points | TBD in purchase order |

## 8 FIELD WORK PLAN

As part of the consultant's approach and methodology in the proposal, the consultant should provide a sample field work plan detailing how and when the deliverables and processes will be conducted. The Work Plan should highlight time schedules for key aspects of each deliverable and process:

- Inception and baseline report (including initial literature review and desk studies)
- Preparatory work/mobilisation for field work
- Field Work
- Draft Reports
- Final Report

The work plan should include the resources to be deployed for the various elements of the assignment, including human resource/staff allocations. Key personnel and their responsibilities are to be identified such

## 9 CONSULTANT REQUIREMENTS

The Consultant is expected to show proven experience in urban infrastructure development, particularly in water access, community-scale service delivery, and integrated public space planning.

### I. International Water Supply Engineer

- Minimum 15 years of professional experience in the planning, design, implementation and supervision of urban water-supply systems in developing-country contexts.
- Holds an engineering degree (civil, hydraulic, water resources or equivalent).
- Demonstrated experience in:
  - technical design, review and optimisation of small-scale and networked water infrastructure (standpipes, kiosks, mechanised boreholes, network extensions);
  - supervision of works, quality assurance and contractor performance monitoring;
  - institutional and contractual arrangements for small-scale service delivery, including PSP/PPP modalities;
  - integration of urban planning interfaces, site layout optimisation and resilience considerations (density, water scarcity, infrastructure constraints);
  - coordination with public utilities (GWCL, CWSA), MMAs and donor agencies.
- Strong experience in West Africa or comparable LMIC urban settings is a significant asset.
- Proven ability to lead complex, multi-actor assignments and ensure the overall technical consistency of deliverables.

#### Other Requirements

- Proven experience in similar assignments involving public infrastructure planning, feasibility assessments, and PSP structuring in urban development;
- Strong track record of project delivery in multi-stakeholder and donor-funded environments, including report writing, quality assurance, and capacity building;
- The Consultant is expected to ensure continuity and availability throughout the assignment period.

**A tentative schedule of experts to be deployed and tasks and activities to be carried out should be provided.**

## Annex I: Selection criteria

| Technical Criteria                                   | Technical Sub-criteria                                           | Maximum Points |
|------------------------------------------------------|------------------------------------------------------------------|----------------|
| Overall Response                                     | Completeness of response                                         | 5              |
|                                                      | Overall concord between RFPS requirements and proposal           | 5              |
| Maximum Points                                       |                                                                  | 10             |
| Company and Key Personnel                            | Range and depth of experience with similar projects              | 10             |
|                                                      | Number of clients, size of projects, number of staff per project | 10             |
|                                                      | Client references                                                | 5              |
|                                                      | Key personnel: relevant experience and qualifications            | 5              |
| Maximum Points                                       |                                                                  | 30             |
| Proposed Project Methodology and Approach            | Understanding of the ToRs                                        | 5              |
|                                                      | Clarity and consistency of the submittal                         | 5              |
|                                                      | Project management, monitoring and quality assurance process     | 10             |
| Maximum Points                                       |                                                                  | 30             |
| <b>Total Maximum obtained for Technical Criteria</b> |                                                                  | <b>70</b>      |
|                                                      |                                                                  |                |

Minimum score for technical compliance 60

**Maximum score for Financial criteria: 30**