

REQUEST FOR EXPRESSIONS OF INTEREST

CONSULTING SERVICES

Selection #: SU-T1102-P001

Selection Method: Full competitive Selection

Country:  *Suriname*

*Sector: Water and Sanitation*

*Funding – TC #: ATN/OC-16778-SU*

*Project #: SU-T1102*

*TC name:* ***Support to SWM Institutional and Operational Strengthening***

*Description of Services: The assignment consists* *of conducting an Operations and Management Audit for the N.V. SurinaamscheWaterleidingMaatschappij (SWM) and based on its results prepare recommendations in the form of an Action Plan for SWM to improve its operational and managerial efficiency, as well as to be ready to comply with new regulations for the water sector.*

*Link to TC document:* [*https://www.iadb.org/Document.cfm?id=EZSHARE-1036177694-19*](https://www.iadb.org/Document.cfm?id=EZSHARE-1036177694-19)

The Inter-American Development Bank (IDB) is executing the above-mentioned operation. For this operation, the IDB intends to contract consulting services described in this Request for Expressions of Interest.

Expressions of interest must be delivered using the IDB Portal for Bank Executed Operations ( <http://beo-procurement.iadb.org/home>) by: *August 24, 2018*, 5:00 P.M. (Washington D.C. Time).

The consulting services (“the Services”) include *conducting an Operations and Management Audit for the N.V. SurinaamscheWaterleidingMaatschappij (SWM) and based on its results prepare recommendations in the form of an Action Plan for SWM to improve its operational and managerial efficiency, as well as to be ready to comply with new regulations for the water sector, the estimated timeframe to complete this assignment is eight months starting from October, 2018.*

Eligible consulting firms will be selected in accordance with the procedures set out in the Inter-American Development Bank: [*Policy for the Selection and Contracting of Consulting firms for Bank-executed Operational Work*](http://idbdocs.iadb.org/wsdocs/getdocument.aspx?DOCNUM=38988574) - GN-2765-1. All eligible consulting firms, as defined in the Policy may express an interest. If the Consulting Firm is presented in a Consortium, it will designate one of them as a representative, and the latter will be responsible for the communications, the registration in the portal and for submitting the corresponding documents.

The IDB now invites eligible consulting firms to indicate their interest in providing the services described below in the [draft summary](#_Summary_of_Terms)of the intended Terms of Reference for the assignment. Interested consulting firms must provide information establishing that they are qualified to perform the Services (brochures, description of similar assignments, experience in similar conditions, availability of appropriate skills among staff, etc.). Eligible consulting firms may associate in a form of a Joint Venture or a sub-consultancy agreement to enhance their qualifications. Such association or Joint Venture shall appoint one of the firms as the representative.

Interested eligible consulting firms may obtain further information during office hours, 09:00 AM to 05:00 PM, (Washington D.C. Time) by sending an email to: *Evan Cayetano (**evanc@iadb.org**) and Marle Reyes Pantoja (**marler@iadb.org**).*

Inter-American Development Bank

Division: Water And Sanitation

Attn: *Evan Cayetano, Program Team Leader*

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# Summary of Terms of Reference

**Management and Operations Audit of the SWM**

**Background**

The water supply in Greater Paramaribo (including the surrounding districts of Wanica and Para) relies entirely on groundwater extraction and represents about 85% of all groundwater exploitation currently in Suriname, is operating under constant challenges. The main problems include: (i) old pipes, the majority of which were laid more than 40 years ago; (ii) insufficient maintenance of the infrastructure, limited rehabilitation activities and inefficient energy use; (iii) ever increasing demand for water; (iv) lack of an integrated management information system within SWM; (v) lack of financial resources and autonomy of the SWM; (vi) uncertainty with respect to safe yield of its aquifers; and (vii) lack of comprehensive water quality monitoring system. These problems have led to gradual deterioration of the network, with high NRW levels, electromechanical inefficiencies; and saltwater intrusion in some wells.

Some of these problems have been addressed through the execution of the Loan Water Supply Infrastructure Rehabilitation (2451/OC-SU; SU-L1018) that increased household connections, replaced some aged pipes, reduced NRW to a limited extent, improved energy efficiency, and provided for some institutional strengthening. However, given the limited scope of SU-L1018, much more remains to be done to improve water supply in Suriname. There remains the need for a comprehensive review of SWM’s operational culture and development of an institutional development plan for SWM. Under ATN/OC-14410-SU Hydrogeological Assessment of the Coastal Aquifer in Suriname, SWM successfully executed the assessment of the aquifer potential and groundwater level of the Coastal aquifer in Suriname, but there is need for a complementary pollution risk assessment and model to consolidate SWM groundwater management capacities.

In its attempt to address this need the Government of Suriname, requested further IDB support for technical support, and the IDB has agreed to support SWM though a Technical Cooperation (SU-T1102) for SWM Institutional and Operational Strengthening. The objective of this technical cooperation is the development of a Strengthening Action Plan (AP) for the improvement of SWM operations performance and the strengthening of its groundwater and (future) surface water management capacities and risk pollution control. The accomplishment of terms of reference will contribute SWM attaining the TC objectives. Additionally, the AP will be used as a reference for planning future Bank interventions in the sector to support SWM.

**Objective of Consultancy**

The objective of this consultancy is to examine all aspects of the SWM’s management and operations and provide recommendations, inclusive of a modernized SWM organizational structure, an operational strategy (inclusive of standard operational procedures and benchmark performance standards) and a customer service strategy (inclusive of 24-hour service provision), towards the improved efficiency of the SWM operations and its readiness to comply with new regulations for the water sector (protection of ground water sources, extraction of ground water, and the water quality standards). Since SWM is increasing its extraction of surface water, this should also be taken into account.

Important to the achievement of the objective is a thorough analysis of the following areas of the Authority’s business:

* Strategic and Corporate planning
* Human Resources
* Supply coverage/population served
* Availability and reliability of supply
* Operational Management and Efficiency
* Water Quality
* Environmental Compliance
* Water Resource Management and Water Safety Planning
* Customer Service Delivery
* Information Management
* Financial Management
* Project Management
* Maintenance Management
* Health, Safety, Environment and Quality (HSEQ).

**General Description of Tasks**

The N.V. SurinaamscheWaterleidingMaatschappij (SWM) will benefit from the services of a Consulting Firm (hereinafter referred to as “The Consultant”) to conduct a review of its management and operations in terms of its structure, processes, systems, human resource competencies and utilization, and output.

The intent is to:

* Improve the level of service to customers in all respects;
* Maximize the utilization of human resources;
* Integrate related functions, where possible;
* Enhance communication and information management;
* Improve overall efficiency of processes.

Modern and scientific techniques are expected to be used in the analysis of the different areas of the organization as appropriate, and the recommendations are to be supported with adequate justifications. The Consultant will be required to outline the proposed methodology that will apply for the assignment in its technical proposal.

Recommendations should be made to address the specific problems identified in the analysis of the various aspects of the utility’s operations. However, in order to ensure consistency and coherence, the final recommendations should be contextualized under the following headings, as a minimum:

* General Management
* Financial Management
* Operations & Maintenance
* Customer Service
* Human Resources
* Strategy & Policy
* Planning
* HSEQ

**Characteristics of the Consultancy**

**Type of Consultancy:** Consulting firm

**Procurement Method:** Full-competitive method

**Contract Type**: Lump-sum

**Start-up date, length and duration:** This will be an 8 months consultancy starting October/November 2018 and ending May/June 2019.

**Place of work:** Suriname and country of Consulting Firm.

**Qualifications and Experience:** The Firm shall have at least ten (10) years’ experience in carrying out management and operations audit of companies with more than five hundred (500) employees. The auditing of utility companies would be an asset. The composition of the firm’s audit team should include the following experienced personnel as a minimum:

* Professional and/or Registered Engineer, with experience in the water sector, particularly in NRW reduction and asset management as well as strategic planning.
* Water Sector Policy Specialist
* Human Resources Specialist
* Financial Analyst/Economist
* Environmental Specialist
* IT Specialist

**Coordination**

Coordination of this consultancy will be conducted by Mr. Evan Cayetano, Water and Sanitation Specialist with support of Marle Reyes, Water and Sanitation Consultant. The Consultant will work closely with the Board, management and staff of SWM during the execution of this consultancy.