



**Malteser
International**
Order of Malta Worldwide Relief

Terms of Reference

Consultancy for developing Business Models for Public Toilets Management in The Peri-Urban Area of Juba City

Introduction and background

Malteser International, with the support of UNICEF, has been implementing project on WASH (Water, Sanitation and Hygiene) in the Peri-Urban areas of Juba City. The project aims to transform Juba's public sanitation system – building clean, safe, and modern WASH facilities across the Peri-Urban areas of Juba city that will benefit people on the move. Malteser International has signed a memorandum of understanding with the local government and the UWC, under which 20 toilets will be constructed in urban hubs, including PHCU places, commercial centers and primary school around the project areas (Rajaf & Kator) Payam. The toilets will be women-friendly, with separate chambers equipped with menstrual hygiene facilities, solar system for lighting and accessible for persons with disabilities. The objective is not only to provide urban citizens and visitors with a much-needed amenity, but also to change our usual perceptions about public toilets and how we can use them properly. The toilets will be managed by private company which will be selected jointly by Malteser International and members of the community and local government from the area each toilet is located in. Each toilet will be managed by private company and will be supervised by local councilor and administrative officer of the local government, representatives from UWC or renowned figures from the local community, local professional or civil society organizations, and other members as needed.

Purpose of the assignment

Malteser International South Sudan is looking for an experienced candidate or team of consultants to conduct an in-depth study on the current modes of business plan for operation of 5 public toilets to be constructed through WASH project; assessing the physical, administrative and economic challenges around this sector; and conducting user-level and financial analysis to understand how economic viability can be reached without compromising on gender, accessibility and safety considerations. Alongside, consultant(s) will be expected to explore the human resource and financial implications for long-term sustainability of the public toilet services. It is expected that the consultants will propose at least 3 alternative business models with detail economic and financial analyses for the operation and management





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of public toilets, including (PESTEL strategic analysis).

Key objective

Identify feasible business models for the operation and management of public toilet complexes in Juba city

Specific objectives

The specific objectives of the assignment are to:

1. Understand the current and projected scenario of public toilets in Juba city, including demand and supply levels and operational modalities.
2. Analyze current and projected income and expenditure of public toilets under different operational modalities.
3. Propose business models for the operation and management of sustainable public toilet services and develop training manual for hygienic management of the facilities based on the standard operation procedures.

Scope of the work

1. Assess current scenario of public toilets in Juba city, including an assessment of the overall level of services; and exploration of different models of the service currently in operation, e.g. public toilets in public locations, Commercial Centers, and Bus stations.
2. Conduct a demand supply analysis, including demand analysis (current and projected over the next 10 years; supply situation; and demand-supply gap.
3. Separate and aggregate (consisting of aggregated statements for both local government separately) income and expenditure statements and detailed financial analysis of the 5 public toilets as well as comparable facilities operating along the different modalities explored in the current scenario assessment.
4. Develop and propose alternative business models for sustainable public toilet services. Proposed business model should essentially consider the following aspects:



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5. Projected income and coverage, considering the following parameters as a minimum (the Consultant will be asked to add parameters as needed for a comprehensive analysis) – number of customers per month; fees charged per customer; utility bills per month; cleaning services; repairs and other operation costs; (depreciation; rate of inflation, if applicable)
6. Key financial performance indicators, including breakeven point, internal rate of return, net present value at discounting rate of 15% and return on equity.
7. Sensitivity analysis of the proposed models *Risk analysis of the proposed models * Proposed business models (at least 3, in alignment with different operational modalities and management structures) * Recommendations on the role of the public sector and the private sector in business sustainability * Recommendations on infrastructural/technology options and operational features.

Methodology

The individual / firm is expected to develop appropriate methodology to meet the objectives of the assignment. Appropriate triangulation in data collection method is anticipated in the proposed methodology as per need. The methodology and relevant instruments should be adjusted in consultation with Malteser International and finalized before implementation.

Timeline

The number of days required for the assignment will be finalized upon discussion with the selected Consultant. However, the final report must be completed by 17th July, 2018.

Deliverables

- Inception report, containing detailed methodology of the study.
- Draft report, with financial modelling data.
- Final report.
- Dissemination of report and sharing with stakeholders in Malteser International South Sudan, City Councils, and others as needed.

Contents of the proposal

The interested agency or individual consultant(s) shall submit the proposal to execute the assigned task and the proposal must contain the following:



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a) Technical proposal must contain at least the following,

- Comments / Understanding of the TOR
- Detailed methodology to address the objectives of the assessment
- Detailed work plan
- Brief CV of proposed person(s) having relevant qualification.
- Organizational profile mentioning relevant experience (if applicable)

b) Financial proposal should describe the estimated cost for the assignment in detailed. The financial bid should show the Income Tax provision separately. The consulting firm/individuals also submit the Copy of valid TIN certificate; and Bank account detail.

c) Proposal submission:

To Malteser International – Juba, South Sudan Coordination Office

Dead line for submission is **Friday 22, June 2018.**