

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

CONFIDENTIAL

Development of the Orange-Senqu River Basin Integrated Water Resource Management and Investment Plan (IWRM&I, 2026-2035)	Project number: 18.2194.1-004.00
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0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
BMZ	German Federal Ministry for Economic Cooperation and Development (BMZ)
DC	Development Cooperation
DRR	Disaster Risk Reduction
DRM	Disaster Risk Management
EU	European Union
FK	Expert
FKT	Expert days
GEF	Global Environmental Facility
ICMDP	Integrated Catchment Management and Development Plans
ICP	International Cooperating Partners
IWRM	Integrated Water Resource Management
IWRM&I Plan	Integrated Water Resource Management and Investment Plan for the Orange-Senqu river basin
KZFK	Short-term expert
M&E	Monitoring and Evaluation
NGO	Non-governmental Organisation
ORASECOM	Orange-Senqu River Basin Commission
PPP	Public Private Partnership
ToC	Theory of Change
ToRs	Terms of reference
TTT	ORASECOM Technical Task Team
TWM V	GIZ project Transboundary Water Management, Phase 5
RBO	River Basin Organisation

RSAP	Regional Strategic Action Plan for Integrated Water Resource Management
SA	Strategic Action
SDG	Sustainable Development Goal
SADC	Southern African Development Agency
UN	United Nations
WASH	Water, Sanitation, and Hygiene
WRM	Water Resource Management
WRMF	Water Resource Modelling Framework
WRPM	Water Resources Planning Model
WRYM	Water Resources Yield Model

1. Context

The Southern African Development Community (**SADC**) **region** is adversely affected by water shortages and an uneven distribution of water resources. As around seventy percent of the water comes from transboundary rivers, one country's water use often has a negative impact on availability and quality in neighbouring countries. Maintaining water security in the region requires effective protection of the ecosystems in the river basins. Certain land use methods, a growing population and insufficient alternative sources of income are resulting in overgrazing and erosion, with serious consequences for pastures, cultivated areas and wetlands.

Lesotho is considered as one of the main 'water towers' of southern Africa. All of the country's water-related problems and measures have a direct impact downstream in the Orange-Senqu River basin. Continued joint planning, development and management of the water resources is therefore important.

International cooperating partners adopt the "**SADC Regional Strategic Action Plan for Integrated Water Resources and Management (RSAP)**" as the guiding framework for their interventions. There is growing demand on the part of the River Basin Organisations (RBOs) for the expertise of SADC Water Division, which is constantly being enhanced. Support rendered to RBOs varies in nature and intensity, depending on their respective levels of development. The joint development of water resources management plans for entire river basins enables RBOs to develop a common understanding of intervention priorities for the relevant river basin, and to develop fundable infrastructure projects. The comprehensive river basin plans are executed at local level by the respective national governments, e.g. by implementing transboundary pilot projects, or by the practical application of concepts such as "benefit sharing", or by measures to adapt to climate change, or to ensure food security.

Integrated Water Resource Management (IWRM) plans provide a **framework for management**, development and conservation of water resources in the Orange-Senqu River basin, serving to advise parties on optimising overall water resource utilisation. Based on among others, the past experience of ORASECOM, the new IWRM Plan to be developed will also incorporate an investment plan to attract investments and ensure its financing. The **Orange-Senqu River Basin Commission (ORASECOM)** supported basin wide planning through its first basin-wide IWRM Plan in the time period 2015 to 2024. Implementation of activities under this 2015-2025 IWRM Plan have been supported by the state parties, bilateral & trilateral institutions, as well as **International Cooperating Partners (ICPs)**.

The ICPs being referred to above include the German Government and the European Union (EU) through the German International Cooperation (GIZ); the Global Environmental Facility (GEF) through the United Nations Development Programme (UNDP); the Climate Resilient Infrastructure Development Facility (CRIDF); the African Development Bank (AfDB); the New Partnership for Africa's Development (NEPAD); the African Union Development Agency (AUDA); the Stockholm Water Institute (SIWI); the Global Water Partnership – Southern Africa (GWP-SA); and the Swiss Agency for Development and Cooperation (SDC) through the United Nations Education, Scientific, and Cultural Organisation (UNESCO).

Since 2007, the German Development Cooperation has been a key partner of SADC in promoting the regional water sector agenda and several RBOs through the GIZ implemented Transboundary Water Management Phase 5 in the SADC Region (TWM V). The project aims to strengthen the sustainable management of shared water resources in the SADC region, particularly in the Orange-Senqu River basin. The project is in line with the SADC RSAP. With co-financing from the European Union and the Government of Lesotho, TWM V is actively

supporting the multisectoral programme “ReNoka – We are River” (ReNOKA - Restoring land and water, together).

Currently in its fifth phase, TWM V provides technical assistance through a multi-level approach, namely:

- At the regional level to the SADC Secretariat Water Division and its subsidiary organisations;
- At basin level to RBOs; and
- At national level to the Member States.

It is against this background, that TWM V is supporting RBOs such as ORASECOM in carrying out the development of their IWRM plans. According to the project’s intervention logic, these activities shall focus on the link between RBOs and Member States. The development of the new plan shall include the linkage between IWRM planning on national level (i.e. Lesotho through Integrated Catchment Management Plans) and ORASECOM.

Background and objective of the consultancy

The objective of this consultancy is to support ORASECOM in the development of their 2nd IWRM&I Plan including conducting the stakeholder consultations and situation analysis, modelling, implementation plan and financing strategy.

The next 10-year Orange-Senqu River basin IWRM plan shall build upon the first ten-year 2015-2024 IWRM plan including on the results of the end-term evaluation and include an investment, as well as a climate change action plan (IWRM&I Plan). The implementation period of the IWRM&I Plan will run from 2026 to 2035.

The IWRM&I Plan will include an implementation plan that identifies activities that will be implemented collectively by all the state parties through ORASECOM and the existing bilateral/trilateral institutions and those that will be implemented separately by the state parties. It will distinguish between firstly, matters which have been sufficiently studied to allow actions to be performed routinely by ORASECOM and secondly those matters on which further study or research is needed before collective action will be practical.

The IWRM&I Plan should be forward looking (10 years in scope) and provide a framework that enables the basin to realise environmental, economic and social benefits associated with better transboundary water resources management, while taking considering needs for increased investments and climate change action in the basin. The objective of the 2015-2024 IWRM Plan was set as *“to provide a framework for sustainable development and management of the water resources, taking into account the need for improved distribution and equitable allocation of benefits, in order to contribute towards socio-economic upliftment of communities within the basin, and ensure future water security for the basin States.”* In addition, the IWRM&I Plan should strive to link the water sector with national environmental sustainability, economic growth and poverty alleviation strategies based on the fact that IWRM is not an end in itself but rather a means to achieve economic and social development.

The IWRM&I Plan shall also help position ORASECOM to access its own financing in the future, including from climate or blended finance sources and its transition toward basin-led implementation and long-term independence

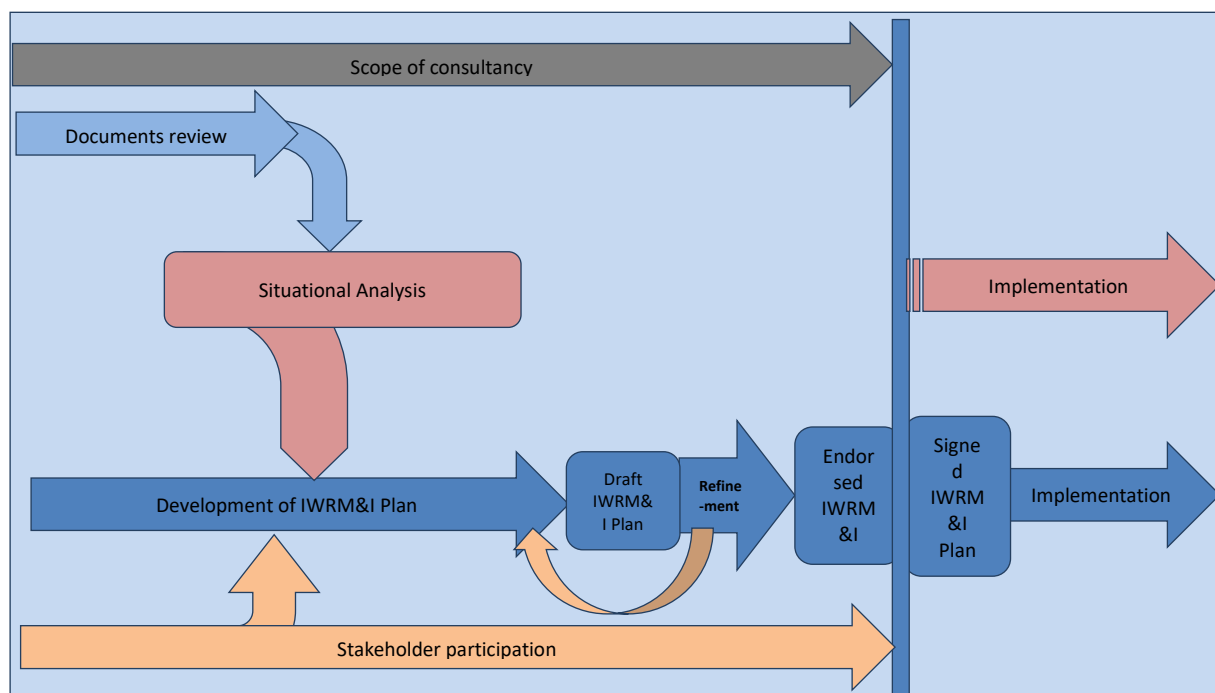
In the development of the IWRM&I Plan, particularly the results of two parallel activities of the TWM V project shall be integrated and considered:

- Review of the ORASECOM 2015-2024 IWRM Plan and delivery of a proposed structure of the 2026-2035 IWRM&I Plan
- Development of Integrated Catchment Management and Development Plans (ICMDPs) in Lesotho

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

- I. Work package 1: Inception phase, development of methodology and activity planning
- II. Work package 2: Desk Review, Analysis of secondary data and design of stakeholder consultation process
- III. Work package 3: Conducting a comprehensive stakeholder consultation and participation process
- IV. Work package 4: Situation analysis based on stakeholder consultation, desk review and secondary data analysis
- V. Work package 5: Consolidate the information base and situation analysis
- VI. Work package 6: Draft a consolidated IWRM&I Plan



I. Work package 1: Inception phase, development of methodology and activity planning

Scope of services:

During the inception phase the consultant will carry out, the following activities:

- (1) Team mobilisation;
- (2) Development of a methodology for conducting the document desk review (including a list of documents), the stakeholder consultation and participation process (incl. which stakeholders such be consulted, see work package 3) and the drafting of the 2015-2024 IWRM plan; and
- (3) Develop an operational plan

The results of this process will be highlighted in the inception report and shall be presented to ORASECOM and GIZ TWM V in a virtual inception meeting.

II. Work package 2: Desk Review, Analysis of secondary data and design of stakeholder consultation and participation process

Scope of services:

- (1) Conduct a desk review and analysis of secondary data to inform the stakeholder consultations and the definition of issues to be addressed under the 2026-2035 IWRM&I Plan.

This review will include but is not limited to the following documents:

- International treaties e.g., the United Nation's 1997 Convention on the Law of the Non-Navigational Uses of International Watercourses, the 2000 Revised Protocol on Shared Watercourses in SADC and the ORASECOM Agreement;
- SADC planning and policy documents in the water and related sectors;
- The SADC Disaster Risk Management (DRM) Strategy and Action Plan 2022-2030
- The 2015-2024 IWRM Plan Evaluation Report and its identified results and lessons learnt as one of the key bases for the IWRM&I Plan;
- Reports on completed, ongoing and scheduled ORASECOM planning projects and activities since the commencement of implementation of the 2015-2024 IWRM Plan in 2015, including those listed under the Background Section 1 of these Terms of Reference;
- Relevant activity or projects progress reports;
- Relevant national and bilateral legal, strategic and planning documents, that include national IWRM plans and ICMDPs, water investment plans, national public budgets for relevant sectors, data sets and other (sub)-catchment level planning documents, national development plans for the state parties; and
- International literature on the topic and a small sample of comparable planning by other international basin organisations (including any proposals that may be available at that time by the Zambezi Watercourse Commission (ZAMCOM), the Permanent Okavango River Basin Water Commission (OKACOM) and the Limpopo Watercourse Commission (LIMCOM), the Permanent Joint Technical Committee (PJTC) on Kunene and Cuvelai Commission (CUVECOM), and other basins of the SADC region).

- (2) Design a stakeholder consultation and participation process.

Available reports and resources are provided by ORASECOM and GIZ TWM V after the signing of the contract. The desktop review is the basis for conducting the following stakeholder consultation and participation process (see work package 3) and drafting the Orange-Senqu River basin 2026-2035 IWRM&I plan.

III. Work package 3: Conducting a comprehensive stakeholder consultation and participation process

Scope of services:

This is a crosscutting work package with the task to design and facilitate the drafting of the IWRM&I Plan in a consultative and participatory manner.

Experience shows that strong government commitment is essential for sustainable management of water resources. A crucial component of moving towards the later implementation of the IWRM&I Plan will require political commitments of governments to enable a more equitable distribution of benefits. This will require a buy-in from a broad base of stakeholders. It is therefore essential part of this consultancy to identify, organise and mobilise relevant stakeholders to facilitate a regular stakeholder consultation with a particular emphasis on broad participation. It is important that the process will not be seen as an activity of governing bodies (e.g. a Ministries of Water) alone but is driven by a cross-sectoral committee at a high level. Policy and law makers are a special group of stakeholders as they are both responsible for approving a plan and are also held accountable for its success or failure.

As part of the consultative process the sub tasks to be carried out by the Consultant will include but not be limited to the following:

- (1) Interview and engage direct stakeholders that include the State Parties, the ORASECOM Secretariat, Bilateral/Trilateral Agencies (e.g. the Lesotho Highlands Water Commission (LHWC) and Joint Irrigation Authority (JIA)), the SADC Secretariat, GIZ and International Cooperating Partners (ICPs);
- (2) Engage civil society and Non-Governmental Organisations (NGOs) to ensure that their views are considered in the IWRM&I Plan;
- (3) Engage relevant Transfrontier Conservation Areas (TFCAs);
- (4) Engage investors to understand how financing and investments should be provided for in the IWRM&I plan to be developed;
- (5) Engage research and tertiary institutions to ensure the IWRM&I Plan will be based on state-of-art science;
- (6) Engage representatives of water-based sectors such as municipalities, agriculture, energy, industry and mining;
- (7) Engage disaster risk reduction and risk informed development experts within the region;
- (8) Conceptualise national and regional stakeholder workshops and focus group discussions to ensure that the IWRM&I Plan is aligned with national economic development and poverty alleviation strategies of the State Parties. Virtual platforms should be used with regard to most of the above-mentioned discussions e.g. for focus group discussions, where necessary;

- (9) Participate and moderate one round of national stakeholder consultation workshops¹ as well as one basin wide stakeholder consultation workshop.

Issues that need to be addressed in the initial consultation include:

- (1) Identification of the Strengths, Weaknesses, Opportunities and Threats (SWOT) in the water resource development and management of the basin;
- (2) Identification of common critical issues and challenges;
- (3) Validation of national planning, including national IWRM plans and ICMDPs, that needs to be taken into account for the joint IWRM&I Plan;
- (4) Consolidation of proposals on ways to improve the situation through an IWRM&I Plan; and
- (5) Multi-criteria for prioritizing the issues and defining goals.

The process to develop a new Orange-Senqu IWRM&I plan should be based on a targeted consultative and participatory process. The process will involve consultations with the relevant stakeholders incl. all 4 Member States. The consultation process is to be planned and conducted in a gender-sensitive manner giving attention to representation.

IV. Work package 4: Situation analysis based on stakeholder consultation, desktop review and secondary data analysis

Scope of services:

In order to define the actions needed to reach the vision of the IWRM&I Plan, it is very important to assess current conditions and needs of the stakeholders. This shall include the following sub-tasks:

- (1) Identify the strengths and weaknesses (SWOT analysis) in the water resource management of the basin;
- (2) Point out the ways to improve the situation through a draft IWRM&I Plan;
- (3) Design a Theory of Change (ToC) for the draft IWRM&I Plan, that should take into account the aspect of results-based monitoring and evaluation, including the establishment of critical success indicators, the ToC should also be such that there will be clear guidance on how the IWRM&I Plan or its components will contribute to reporting and achievement of among others, higher level basin wide, regional, continental and global agreements, goals and programmes e.g., the ORASECOM Agreement, SADC RSAPs on Integrated Water Resources Development And Management & Related Strategic Plans, and United Nations (UN) Sustainable Development Goal (SDG) 6;

¹ One per basin country (Botswana, Lesotho, Namibia and South Africa), say in a central place for most of the stakeholders.

- (4) Conceptualise and design the draft IWRM&I plan which will align with the identified themes and demonstrate effective relationship between outputs and outcomes, in view of lessons learnt in the design and implementation of the 2015-2024 IWRM Plan, as per the evaluation report of the 2015-2024 IWRM Plan. The design of the draft IWRM&I Plan should be simple and well understood by all stakeholders and should reflect the new challenges in the basin and how to deal with such challenges through designing effective vision, objectives, outputs, strategic actions and activities in the management of water resources and their development in the basin.
- (5) Conceptualise and design a Monitoring and Evaluation (M&E) System for the draft IWRM&I Plan

This preparatory phase of IWRM&I planning identifies and emphasizes the critical issues, which all participating countries have in common. Experiences have shown that in the preparatory phase it is important to develop multi-criteria for prioritising the issues and defining goals.

The ToC and M&E framework shall be developed in close collaboration with stakeholders in order to strengthen shared ownership and ensure practical alignment with national systems and global frameworks such as SDG 6.

V. WP 5: Consolidate the information base and situation analysis

WP 5-A: Conduct sanitation and related² water & hygiene³ situation analysis and propose an expanded sanitation and related water & hygiene programme for the Orange-Senqu River basin

During the 6th Ordinary Meeting of the ORASECOM's Forum of the Parties (Committee of Ministers responsible for water in the basin), which was held on the 5th of December 2019, in Windhoek, Namibia, the Ministers directed the Commission to initiate a programme to address sanitation problems to protect water resources in the basin, against pollution and degradation of water quality.

The Ministers also noted that sanitation was lagging in the interventions of the Commission for which progress was reported, hence they directed the Commission to fast-track efforts on sanitation in its work programme. The Ministers further noted that integration of sanitation would further contribute towards the achievement of the UN's Sustainable Development Goal 6, titled: - "***ensure availability and sustainable management of water and sanitation for all***", as well as commitments and declarations from AfricaSan conferences e.g. "***Ngor Commitments***". The Ministers acknowledged that the State Parties have ***policies, strategies and implementation plans*** on water and sanitation.

At its meetings of 11th November 2020 and 20th January 2022, Council had approved that a baseline study on sanitation situation in the Orange-Senqu River basin be undertaken to

² E.g., recycling/reuse of waste and contribution to water conservation & demand management (WC&DM); use of appropriate alternative, water-less and off grid sanitation solutions/technologies to contribute to water supply & Water Conservation and Water Demand Management (WC&DM); protection & promotion of environment, climate & hygiene-friendly technologies & practices; pollution monitoring & control; implementation of principles such as "polluter-pays-principle"; hygiene education; etc.

³ Looking at both rural and urban environments in the Basin.

inform implementation of the above-mentioned directive of the Forum of the Parties. However the study was not undertaken due to limitation of financial resources.

Scope of services:

As part of the consultative process the sub tasks to be carried out by the Consultant will include, but not be limited to the following:

- (1) Consult with institutions responsible for sanitation in the State Parties. Efforts will be made by the Secretariat and the Technical Task Team (TTT) to co-opt sanitation champions in the State Parties, where they exist, to guide the implementation of WP 5A. This is in view of the fact that sanitation responsibility falls under several sectors in some of the State Parties. Even though ORASECOM does not have a Task Team or Committee dealing specifically with broader sanitation issues or water, sanitation and hygiene (WASH) issues, it has a Committee dealing with water resources quality issues.
- (2) **Conduct the sanitation and related water & hygiene situation analysis. This will include the following:**
 - a. (a) analysis of initiatives & progress made in addressing sanitation and related water & hygiene practices in the State Parties and in the basin;
 - b. (b) analysis of initiatives & progress made towards the achievement of the ORASECOM's 2015-2024 IWRM Plan's strategic action number 2.2.1, namely "Improve sustainable access to improved water supply and sanitation in urban and rural environments", as well as its specific actions (4 in total) & activities (12 in total),
 - c. (c) analysis of initiatives & progress made towards priority interventions and programmes on sanitation and related water & hygiene practices in SADC RSAPs for Integrated Water Resources development and Management e.g. Programme 10 of the third RSAP,
 - d. (d) analysis of initiatives & progress made towards commitments and declarations from AfricaSan conferences e.g. "Ngor Commitments", and
 - e. (e) analysis of initiatives & progress made towards the achievement of the UN's SDG number 6, on sanitation and related water & hygiene practices (including menstrual hygiene management) by the State Parties.

The situation analysis and reporting will also articulate the main issues and will differentiate between **national and cross-cutting issues**; **positive and negative**; **rural and urban**; **technical** (number & type of facilities needed per year for full coverage, availability of appropriate technology options, standardisation of equipment, technical guidelines, etc), **managerial** (number and percentage of schemes operating, integration with water supply and resources management, ownership of assets/facilities, capacity availability including that of private role players, role of women and gender and marginalised groups in e.g. choice & designing of facilities, etc), **socio-economic** (percentage of cover, existing annual rate of increase of safely managed sanitation facilities, required annual rate of increase of safely managed sanitation facilities, cultural aspects of safely managed sanitation facilities, life expectancy, prevalence of water related diseases, potential hazards, vulnerabilities, coping capacities etc), **financial** (required annual funding for sanitation, present annual funding for safely managed sanitation, hygiene and water education and, % of development budget allocation per year, combining both central and local governments), and **Governance** (existence, relevance, adequacy & appropriateness of policies, strategies, acts, regulations, and institutional arrangements with clearly differentiated roles & responsibilities).

In addition to documents and reports mentioned in other parts of these TORs, the Consultant is directed but not limited to the following data sources: national water policies, national sanitation policies, national water supply and sanitation strategies & plans, central & local government reform documents, guidelines, standards, framework documents, programme documents and status reports (e.g., (a) Progress on Drinking Water, Sanitation and Hygiene: 2017 Update and SDG Baselines. Geneva: World Health Organization (WHO) and the United Nations Children's Fund (UNICEF), 2017. Licence: CC BY-NC-SA 3.0 IGO), the Southern Africa Development Community Disaster Risk Reduction Mainstreaming Guidelines- WASH; and (b) Progress on household drinking water, sanitation, and hygiene 2000-2020: five years into the SDGs. Geneva: World Health Organization (WHO) and the United Nations Children's Fund (UNICEF), 2021. Licence: CC BY-NC-SA 3.0 IGO).

(3) Propose an expanded safely managed sanitation (taking into account the entire value chain especially downstream end of safe disposal or reuse) and related water & hygiene programme (including menstrual hygiene management) for the Orange-Senqu River basin.

Based on the findings and recommendations report from literature review and stakeholder consultations, as per the above-mentioned task (i), the Consultant will prepare and propose an expanded sanitation and related water & hygiene programme for the Orange-Senqu River basin. Aspects that would form the basis for ORASECOM's support to the State Parties should be clearly identified. Recommendations for ORASECOM's programme support should focus on priority strategic issues through which ORASECOM's support would make the biggest impact. It should focus on such issues that add value to the on-going national efforts and are cross-cutting in nature. The proposed areas of intervention should clearly identify in a logical manner, the intervention area, define in as much details as possible the technical core of the proposed intervention area, their objectives, outputs, required activities, proposed implementation requirements, and where possible budget estimates, management structure, monitoring and evaluation. As mentioned under WP 4, the conceptualisation and design of the expanded sanitation and related water & hygiene programme to be included in the IWRM Plan&I and its M&E System should be such that there will be clear guidance on how they will contribute to reporting and achievement of among others, higher level basin wide, regional, continental and global agreements, goals and programmes e.g., the ORASECOM Agreement, SADC Regional Strategic Action Plans (RSAPs) on Integrated Water Resources Development And Management & Related Strategic Plans, Commitments of AfricaSan Conferences, and UN SDG 6, using among other formats and approaches Logical/Results-Based Frameworks and TOC

WP 5-B: Update population demographics, climate risk and vulnerability assessment current & planned infrastructure investment, water use & demands, and water resources yield (WRYM) & planning (WRPM) models

Scope of services:

- (1) Conduct a field study to update information on population demographics, current and planned infrastructure investment in the Basin. Given that the Orange-Senqu basin supplies water to one of the industrial heartlands of South Africa and the SADC region i.e., the Gauteng province, the population and water demands are dynamic and need to be updated from time to time for planning purposes. The updates will also inform the Monitoring and Evaluation System of the IWRM&I Plan, in terms of the baseline status at the beginning of the proposed ten-year (2026 to 2035) period for the IWRM&I Plan;

- (2) Update existing demands and demand projections taking into consideration current infrastructure projects within the basin;
- (3) Conduct a climate risk and vulnerability assessment in the basin;
- (4) Update existing demands and demand projections taking into consideration risk informed development and disaster risk integration of resilient infrastructure development for sustainable and effective management of the basin in light of climate change;
- (5) Incorporate the updated existing demands and demand projections taking into consideration current infrastructure projects within the basin into the existing basin wide WRYM, and WRPM. Just to mention a few, the latest information contained in WRPM regarding the Lesotho-Botswana Transfer Project (L-BWT) is from the prefeasibility study report, which was approved by the Joint Study Management Committee (JSMC), in January 2024. The technical feasibility study for the Dam on the Makhaleg River is 100% complete, pending approval of the report by the State Parties in the first half of 2025, and will need to be incorporated into the models, as well as updates from the other currently ongoing feasibility studies in the basin e.g., the planned water augmentation for Bloemfontein; and
- (6) Finalise the current draft user manuals for the WRYM, the WRPM and the Water Resource Modelling Framework (WRMF). Draft user manuals for the WRYM, the WRPM and the WRMF exist, but are at different levels of development, with the one for the WRPM being closer to its completion. Training of officials from the State Parties has been on-going between 2022 and 2024 with the support of the GEF, through the United Nations Development Programme (UNDP-GEF). A request for the user manuals (where possible also accessible on social media and platforms such as YouTube) was made by the officials, and also for cost-effectiveness and sustainability of the modelling work for ORASECOM, going forward.

WP 5-C: Optimise the Strategic actions of the IWRM&I Plan through an economic approach and develop its financing strategy

Scope of services:

- (1) Develop an optimized action plan for investments which will be proposed for the IWRM Plan&I, through an economic approach with the objective of classifying the investments for strategic actions (SA) based on their value for money, including value added by use of water for them, compared to others;
- (2) Include the following in the economic optimisation: high level costing of the strategic actions, economic assessment of benefits brought about by each SA, economic assessment of indirect benefits and externalities, cost-benefit assessment of the SA, and estimating the value for money of each SA. This should also inform the prioritisation of the SAs or improvements of those; and
- (3) Develop a financing strategy for the IWRM&I Plan: The Consultant will develop different financing scenarios that will inform the development of a financing strategy for the IWRM&I Plan in a participatory manner with focus on the short and medium term SAs or components thereof. The strategy will be developed differentiating SAs or actions that are national and transboundary in scope. This will entail, but not be limited to: (a) assessing public financing availability, possible revenues from existing tariffs, where applicable, and financing gap; (b) assessing Public Private Partnership (PPP) conduciveness for the SAs through a set of criteria related to revenues, legal framework, risks, etc. The analysis should include an assessment of national and transboundary legal framework for the development of PPP; (c) proposing innovative financing mechanisms to bridge the gap. A screening of possible innovative mechanisms should be carried out. The appropriate legal and institutional

framework for this(ese) new mechanism(s) shall be described; (d) assessing the potential of the SA to mobilize carbon financing and climate change financing; and (e) combining the above to propose an investment plan and financing strategy.

The consultant shall detail its methodology regarding the preparation of this investment plan and financing strategy in its technical proposal.

For all deliverables and tasks of WP 5, the consultant shall take into account the results and lessons learnt from the 2015 – 2024 IWRM Plan Review Report.

VI. WP 6: Draft a consolidated IWRM&I Plan

Scope of services:

- (1) Prepare a draft basin wide IWRM&I Plan. This shall be conducted on the basis of the outcomes of the 2015-2024 IWRM Plan Review Report, including recommendations for future IWRM planning in the basin and a recommended structure for the future IWRM&I Plan and the work carried out under work packages 1-4.

This will consolidate all the findings into a comprehensive draft 10 year (2026-2035) IWRM&I Plan consisting of:

- A description of the objective of the plan centred on the principles of economic efficiency, social acceptability and environmental sustainability and supported by relevant indicators that cover water protection and water usage, among others;
- An updated data base and modelling framework (WRYM and WRPM) as the basis for basin planning;
- An draft expanded sanitation programme;
- A draft climate action plan for adaptation and mitigation in the basin, including climate adaptation and mitigation targets;
- Strategic actions prioritised or improved based on economic approach optimisation;
- A draft investment plan and a financing strategy;
- A methodology for the updating and M&E of the draft IWRM&I Plan, based on among others, the theory of change. The M&E should also include progress and success or benefit performance or achievement indicators e.g., in percentages towards agreed targets/standards, such as water resources quality improvements, climate change adaptation, etc. The M&E for 2015-2024 IWRM Plan and other existing best practice M&Es should be used for benchmarking and improvements; and
- A draft implementation or operational plan with proposed actions and activities that should be undertaken collectively by ORASECOM and those that will be undertaken by the Bilaterals/Trilaterals and the State Parties. The implementation or operational plan should specify timelines in a form of gantt chart, responsibilities, costs and required resources, investment plan & financing strategy, and monitoring and evaluation.
- A draft extractable Microsoft Excel version or equivalent, of the implementation or operational plan with features mentioned above will also be developed.

The consultant shall provide approx. four regular short progress reports to the TTT. The exact amount of needed short progress reports to the TTT will be clearly defined during the implementation of the services. The interval for providing these progress report to the TTT will be determined during the inception meeting. The reports will serve to summarise key activities, progress, meetings held, and main hinderances. The objective of the reports is to monitor project progress and identify possible arising problems at an early stage.

The design and implementation of all activities shall observe do no harm principles and a conflict sensitive approach.

The consultant is expected to consider the Lesotho Guidelines for ICMDPs, available ICMDPs from Lesotho & the review of the first Orange-Senqu IWRM (2014-2025) plan will be shared in the kick-off meeting.

For all deliverables and tasks of WP 6, the consultant shall take into account the results and lessons learnt from the 2015 – 2024 IWRM Plan evaluation Report.

NOTE: All deliverables and outputs produced by the tenderer for the following work packages must be submitted as drafts for feedback to GIZ and ORASECOM.

The delivery periods specified in the tasks and deliverables tables for each work package are assumed to include adequate time for receiving and incorporating comments. The tenderer is therefore required to incorporate feedback loops into their work plan. For reports and documents up to 15 pages, the tenderer should allow a two-week period for comments.

For reports, documents exceeding 15 pages, and deliverables requiring decisions from the ORASECOM a one-month period should be assumed for receiving comments. All reports under this assignment shall be prepared in English language.

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

Deliverable	WP	Specifications and Details	Deadline [months after signing of contract]
Inception report	WP 1	<p>The Inception Report containing:</p> <ul style="list-style-type: none"> • Concept for the use of experts and updated ToR of Staff. • Overall methodology to be applied. • programme of work, including the timing of participatory workshops. • Proposal on required capacity building efforts to ensure effective utilisation of tools and products of the work. • timing of deliverables and milestones Simple M&E for progress. • Operational Plan <p>The inception report shall be submitted to ORASECOM and GIZ TWM V in written form (max. 15 pages).</p>	2 months
PowerPoint presentation on the inception report	WP 1	A workshop presenting the contents of the inception report shall be held in virtual form and use a PowerPoint presentation.	2 months
Report on desk review, analysis of secondary data and design of stakeholder consultation and participation process	WP 2	<p>The report will contain:</p> <ul style="list-style-type: none"> • Results of desk review of ORASECOM project and related documents necessary for this consultancy that shall inform the stakeholder consultations and the definition of issues to be addressed under the IWRM&I Plan. • Identified stakeholder list; and • Proposed process and tools for use for consulting the different stakeholders, both at national and basin wide levels, as well as timelines and responsibilities. <p>The report on the desk review and proposed consultation and participation process shall be submitted to ORASECOM and GIZ TWM V in written form (max. 15 pages).</p>	2 months
Summary reports for all meetings during the comprehensive stakeholder consultation and participation process	WP 3	<p>Summary reports, for the facilitation of the four national and one basin wide stakeholder consultation workshops, shall be submitted to ORASECOM and GIZ TWM V in written form (max. 6 pages).</p> <p>Summary reports for other stakeholder consultations that shall be conducted virtually shall also be submitted to ORASECOM and GIZ TWM V in written form (max. 3 pages).</p>	2.5 months
Progress reports for the TTT		Regular short progress reports shall be prepared for the TTT meetings summarising key activities, progress, meetings held, main hinderances. The objective of the reports is to monitor project progress and identify possible arising problems at an early stage.	Tbd in inception meeting

Summary report of situation analysis based on stakeholder consultations, desktop review and secondary data analysis	WP 4	The summary report of the situation analysis based on the stakeholder consultations, the desktop review, and secondary data analysis shall be submitted to ORASECOM and GIZ TWM V in written form (max. 30 pages). It shall include, amongst other a consolidated stakeholder input of objectives and issues to be addressed in the IWRM&I development process	3.5 months
An interim report incorporating the Theory of Change, Conceptual Framework, strategic direction and priority action areas of the IWRM&I Plan	WP 4	The interim report will, among others, provide clear links in terms of implementation of actions and contribution to high level agreements and goals. This shall include an outline of the draft IWRM&I plan as well as a M&E System. The report shall be submitted to ORASECOM and GIZ TWM V in written form (max. 20 pages)	4 months
Thematic report 01 on safely managed sanitation and related water & hygiene situation analysis and proposed expanded programme for the Orange-Senqu River basin	WP 5	The draft report 01 shall provide findings on the established safely managed sanitation and related water & hygiene situation in the basin and shall also provide recommended expanded actions on sanitation and related water & hygiene practices for inclusion in IWRM&I Plan taking into account the sanitation value chain from containment to reuse or safe disposal. The report shall be submitted to ORASECOM and GIZ TWM V in written form (max. 20 pages).	5 months
Thematic report 02 on updated population demographics, climate risk and vulnerability, existing demands and demand projections on climate change, current & planned infrastructure investments, water use & demands, and WRYM & WRPM	WP 5	The draft report 02 shall contain results including: <ul style="list-style-type: none"> • Updated population demographics. • Climate risk and vulnerability assessment in the basin that speaks to climate adaptation and mitigation in the basin; • Updates existing demands and demand projections taking into consideration climate change; • Updates and database on current & planned infrastructure investments; • Updates database on current and projected water use & demands; and • Incorporation of updated current water uses and demands into the WRYM & WRPM models. • Finalised user manuals for the WRYM, the WRPM and the WRMF. The report shall be submitted to ORASECOM and GIZ TWM V in written form (max. 30 pages).	5 months

Thematic report 03 on proposed optimisation of Strategic actions of the IWRM&I Plan through an economic approach and financing strategy for IWRM&I Plan	WP 5	<p>The draft report 03 shall contain results including:</p> <ul style="list-style-type: none"> - optimisation of Strategic actions of the IWRM&I Plan through an economic approach; and - proposed actions for an investment plan and financing strategy for IWRM&I Plan. <p>The report shall be submitted to ORASECOM and GIZ TWM V in written form (max. 20 pages).</p>	6 months
Summary report of the basin wide stakeholder consultation workshop	WP 3	A summary report, for the basin wide stakeholder consultation workshop (one two day in-person workshop), shall be submitted to ORASECOM and GIZ TWM V in written form (max. 10 pages).	6.5 months
Draft consolidated version of the IWRM&I Plan	WP 6	The draft IWRM&I Plan shall describe the IWRM&I plan (vision, objectives, structure, stakeholder participation, M&E system) and serve to solicit first inputs on the proposed IWRM&I Plan. It shall be submitted to ORASECOM and GIZ TWM V in written form (max 120 pages)	7 months
A draft implementation or operational plan	WP6	<p>A draft implementation or operational plan will include proposed actions and activities that should be undertaken collectively by ORASECOM and those that will be undertaken by the Bilaterals/Trilaterals and the State Parties. The implementation or operational plan will also specify timelines in a form of gantt chart, responsibilities, costs and required resources, investment plan & financing strategy, and monitoring and evaluation.</p> <p>The draft implementation or operational plan shall be submitted to ORASECOM and GIZ TWM V in an extractable Excel version or equivalent. Taking into account the outcomes of the review report of the 2015-2024 IWRM Plan of the Orange-Senqu River basin and the proposed recommendations for future IWRM planning in the basin and proposed structure of the IWRM&I Plan</p>	8 months

Project Management requirements:

- The contractor is responsible for selecting, preparing, training and steering the international and national, short and long-term experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) 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.
- The contractor is responsible for taking into account synergies produced by the review process of the 2015-2024 IWRM Plan for the Orange-Senqu River basin that is conducted, partially in parallel with this consultancy. GIZ will ensure regular exchanges between the two consultancy processes, however proactive exchange is expected.

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

- Inception report
- Report on desk review, analysis of secondary data and design of stakeholder consultation and participation process
- Summary reports for all meetings during the comprehensive stakeholder consultation and participation process
- Approx. 4 regular progress reports to the ORASECOM TTT over the course of the entire assignment. The exact amount of expected reports and the timeline will be clearly defined in the implementation stage.
- Summary report of situation analysis based on stakeholder consultations, desktop review and secondary data analysis
- An interim report incorporating the Theory of Change, Conceptual Framework, strategic direction and priority action areas of the IWRM&I Plan
- Thematic report 01 on sanitation and related water & hygiene situation analysis and proposed expanded programme for the Orange-Senqu River basin
- Thematic report 02 on updated population demographics, climate risk and vulnerability, existing demands and demand projections on climate change, current & planned infrastructure investments, water use & demands, and WRYM & WRPM
- Thematic report 03 on proposed optimisation of Strategic actions of the IWRM&I Plan through an economic approach and financing strategy for IWRM&I Plan
- Summary report of the basin wide stakeholder consultation workshop
- Contributions to reports to GIZ's commissioning party
- Brief quarterly presentations on the implementation status of the project to ORASECOM and GIZ TWM V

Period of assignment: **from 15.11.2025 until 30.06.2026.**

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 the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

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. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

Project management of the contractor (1.6)

The tenderer is required to explain its approach for **coordination with ORASECOM and 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

Further requirements (1.7)

The tenderer is required to describe its approach to:

- a. Mainstreaming of **gender and principles of conflict sensitivity** throughout implementation. (2 out of max. 10 points);
- b. Adherence to the principles of **Integrated Water Resources Management** (social equity, economic efficiency and environmental sustainability) (2 out of max. 10 points)
- c. Mainstreaming of **climate sensitive approaches** (3 out of max. 10 points)
- d. The technical concept should furthermore illustrate the proposed approach towards **ensuring an inclusive consultative and participatory process**. (3 out of max. 10 points)

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 6), the range of tasks involved and the required qualifications.

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, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines
- The Team Leader is responsible for ensuring synergies and regular exchange with the Consultancy that reviews the 2015-2024 IWRM Plan for the Orange-Senqu River basin, which is partially conducted in parallel to the Consultancy developing the IWRM&I Plan
- The Team Leader is responsible for the inception report and the report on a proposed consultation and participation process
- The Team Leader is responsible for coordinating the entire consultation and participation process
- The Team Leader is responsible for the draft consolidated version of the IWRM&I Plan
- For all tasks the Team Leader is responsible for the quality assurance;
- Submissions of all deliverables and presentations are expected to be lead by the TL.

Qualifications of the team leader

- Education/training (2.1.1): university degree (German 'Diplom'/Master) in Political Science, Public Policy, International Relations, Public Administration, Water Resources Management, Development Economics or Development Planning
- Language (2.1.2): C2-level language proficiency in English
- General professional experience (2.1.3): 9 years of professional experience in the water sector
- Specific professional experience (2.1.4): 2 years in basin management plans for transboundary river basins
- Leadership/management experience (2.1.5): 7 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 9 years of experience in projects in southern Africa (region) (7 out of max. 10 points); 3 years in projects in Orange-Senqu River riparian countries (3 out of max. 10 points)
- Development cooperation (DC) experience (2.1.7): 2 years of experience in DC projects

Key expert 1

Tasks of key expert 1

- The Water Resource Management (WRM) Expert is responsible to contribute to all work-packages from WRM perspective
- The WRM Expert is responsible for contributing to the entire consultation and participation process
- The WRM Expert is responsible for the summary report of the situation analysis based on the stakeholder consultations
- The WRM Expert is responsible for the interim report incorporating the ToC, Conceptual Framework, strategic direction and priority action areas of the IWRM&I Plan
- The WRM Expert is responsible for the thematic report 02 on updated population demographics, current & planned infrastructure investments, water use & demands, and WRYM & planning WRPM
- The WRM Expert is expected to contribute to the thematic report 01 on sanitation and related water & hygiene situation analysis and proposed expanded programme for the Orange-Senqu River basin
- The WRM Expert is expected to contribute to the thematic report 03 on proposed optimisation of Strategic actions of the IWRM&I Plan through an economic approach and financing strategy for IWRM&I Plan
- The WRM Expert is expected to contribute to the draft consolidated version of the IWRM&I Plan

Qualifications of key expert 1

- Education/training (2.2.1): university degree (German 'Diplom'/Master) in Water Resources Management, Water Resources Economics, Water Resources Engineering, Hydrology or Natural Resources
- Language (2.2.2): C2-level language proficiency in English
- General professional experience (2.2.3): 6 years of working experience in IWRM
- Specific professional experience (2.2.4): 2 years in transboundary WRM
- Leadership/management experience (2.2.5): not relevant
- Regional experience (2.2.6): 5 years in the southern African region
- Development Cooperation (DC) experience (2.2.7): not relevant
- Other (2.2.8): 2 years in Yield & Planning Modelling

Key expert 2 – Sanitation Expert

Tasks of key expert 2

- The Sanitation Expert is responsible to contribute to all work-packages from a sanitation perspective
- The Sanitation Expert is responsible for contributing to the entire consultation and participation process
- The Sanitation Expert is responsible for the thematic report 01 on sanitation and related water & hygiene situation analysis and proposed expanded programme for the Orange-Senqu River basin

- The Sanitation Expert is expected to contribute to the summary report of the situation analysis based on the stakeholder consultations
- The Sanitation Expert is expected to contribute to the interim report incorporating the Theory of Change, Conceptual Framework, strategic direction and priority action areas of the IWRM&I Plan
- The Sanitation Expert is expected to contribute to the thematic report 02 on updated population demographics, current & planned infrastructure investments, water use & demands, and WRYM & WRPM models
- The Sanitation Expert is expected to contribute to the draft consolidated version of the IWRM&I Plan

Qualifications of key expert 2

- Education/training (2.3.1): university degree (German 'Diplom'/Master) in Water Resources Management, Water Resources Economics, Civil Engineering, WASH, Water Resources Engineering, Hydrology or Natural Resources
- Language (2.3.2): C2-level language proficiency in English
- General professional experience (2.3.3): 6 years of working experience in WASH
- Specific professional experience (2.3.4): 2 years in water resources quality management
- Leadership/management experience (2.3.5): not relevant
- Regional experience (2.3.6): 5 years in state parties of ORASECOM

Key expert 3 – Economist and Financing Expert

Tasks of key expert 3

- The Economist and Financing Expert is responsible to contribute to all work-packages from a economist and financing perspective
- The Economist and Financing Expert is responsible for contributing to the entire consultation and participation process
- The Economist and Financing Expert is responsible for the thematic report 03 on proposed optimisation of Strategic actions of the IWRM&I Plan through an economic approach and financing strategy for IWRM&I Plan
- The Economist and Financing Expert is expected to contribute to the summary report of the situation analysis based on the stakeholder consultations
- The Economist and Financing Expert is expected to contribute to the interim report incorporating the Theory of Change, Conceptual Framework, strategic direction and priority action areas of the IWRM&I Plan
- The Economist and Financing Expert is expected to contribute to the thematic report 02 on updated population demographics, current & planned infrastructure investments, water use & demands, and WRYM & WRPM
- The Economist and Finance Expert is expected to contribute to the draft consolidated version of the IWRM&I Plan

Qualifications of key expert 3

- Education/training (2.4.1): university degree (German 'Diplom'/Master) in Economics, Development Economics or Political Science
- Language (2.4.2): C2-level language proficiency in English
- General professional experience (2.4.3): 6 years of working experience in Economics

- Specific professional experience (2.4.4): 3 years in water resources economics and financing
- Leadership/management experience (2.4.5): not relevant
- Regional experience (2.4.6): 5 years in Southern Africa
- Development Cooperation (DC) experience (2.4.7): not relevant
- Other (2.4.8): 1 year in economics of regional organisations

Key expert 4 – Project Management Assistant

Tasks of key expert 4

- Support all implementation efforts with project management assistance

Qualifications of key expert 4

- Education/training (2.4.1): vocational training in project management
- Language (2.4.2): C1-level language proficiency in English
- General professional experience (2.4.3): 2 years of working experience in project management
- Specific professional experience (2.4.4): 1 years in water resources management
- Leadership/management experience (2.4.5): not relevant
- Regional experience (2.4.6): not relevant
- Development Cooperation (DC) experience (2.4.7): not relevant
- Other (2.4.8): Not relevant

Short-term expert pool with a minimum of 1, and a maximum of 2 members

For the technical assessment, an average of the qualifications of all specified members of the expert pool is calculated. Please send a CV for each pool member (see below Chapter 6 Requirements on the format of the bid) for the assessment.

Tasks of the short-term expert pool

- Provide socio-economic advisory to the development of the plan
- Organise and conduct stakeholder Engagement

Qualifications of the short-term expert pool

- Education/training (2.6.1): 1-2 experts with university qualification (German 'Diplom'/Master) in Social Science, Political Science, or Sociology
- Language (2.6.2): 1-2 experts with C2-level language proficiency in English
- General professional experience (2.6.3): 1-2 experts with 5 years of professional experience in the international consultancy sector
- Specific professional experience (2.6.4): 1-2 experts with 4 years of professional experience in socio-economics and stakeholder engagement
- Regional experience (2.6.5): 1- 2 experts with 5 years of experience in the Southern African Region
- Development cooperation (DC) experience (2.6.6): 1 expert with 3 years of experience in DC

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

The tenderer must provide a clear overview of all proposed short-term experts and their individual qualifications.

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2024/2025 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

Sustainability aspects for travel

GIZ has undertaken an obligation 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.

CO₂ emissions caused by air travel must 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.

Specification of inputs

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of Team Leader	1	50	50	38 expert days remote in the home country 2 expert days in Botswana 2 expert days in Lesotho 2 expert days in Namibia 6 expert days in South Africa
Designation of Key Expert 1 WRM Expert	1	35	35	23 expert days remote in the home country 2 expert days in Botswana 2 expert days in Lesotho 2 expert days in Namibia 6 expert days in South Africa
Designation of Key Expert 2 Sanitation Expert	1	20	20	8 expert days remote in the home country 2 expert days in Botswana 2 expert days in Lesotho 2 expert days in Namibia 6 expert days in South Africa
Designation of Key Expert 3 Economist and financing Expert	1	30	30	18 expert days remote in the home country 2 expert days in Botswana 2 expert days in Lesotho 2 expert days in Namibia 6 expert days in South Africa
Designation of Key Expert 4 Project Management Assistant	1	5	5	5 expert days remote in the home country
Short-Term Expert Pool	up to 2	10	20	8 expert days remote in the home country 2 expert days in Botswana 2 expert days in Lesotho 2 expert days in Namibia 6 expert days in South Africa

Travel expenses	Quantity	Number per expert	Total in EUR	Comments
Total travel expense budget	1		30.000,00	<p>For all travel and travel related costs there is a budget of EUR 30.000,00 which is already in the price sheet and will be reimbursed against evidence.</p> <p>This budget should cover the following costs:</p> <ul style="list-style-type: none"> • up to 8 international round trips (flights) to South Africa Up to 24 regional round trips within Southern Africa (Namibia, Botswana, Lesotho, South Africa) • Airport transfer, taxi, and transport in the countries of service delivery • up to 60 Per-Diems and accommodation allowance according to GIZ regulations • Visa costs <p>The costs are reimbursed in accordance with the country table in the GIZ travel expense guidelines - per diem allowances as a lump sum and accommodation as a lump sum or against proof, all other travel and travel-related costs against proof. All trips must be agreed in advance with the GIZ project manager. Travel costs must be kept as low as possible.</p> <p>Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis.</p> <p>Please indicate in the price schedule whether your offer is on a lump-sum basis or against evidence..</p>

Transport	Quantity	Number per expert	Total	Comments
CO₂ compensation for air travel	1	5.120,00	5.120,00	A fixed budget of EUR 5.120,00 is earmarked for settling carbon offsets against evidence.
Other costs	Number	Price	Total	Comments
Flexible remuneration	1	7.000,00	7.000,00	There is a fixed budget as flexible remuneration item (No. 3.3.5.7 General Terms and Conditions of the Contract), which is already included in the price schedule and could be used for additional costs by existing cost positions after email confirmation of the project management (AV) of GIZ. This budget will be invoiced against proof of implementation.

Workshops

The contractor is expected to conceptualise one round of national stakeholder consultation workshops (one per country), and a basin-wide consultation workshop. The contractor is furthermore expected to moderate these workshops. All costs related to the organisation of the workshops will be covered by GIZ and ORASECOM outside of this contract.

6. Inputs of GIZ or other actors

GIZ and ORASECOM are expected to make the following available:

- Logistics for all workshops at member state and basin level
- Make relevant documents including but not limited to the review of the IWRM Plan 2015-2024 and Lesotho's ICMDPs available to the contractor
- Facilitation of contacts with member states and other relevant stakeholders

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 (language).

The complete tender must not exceed 15 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 4 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 also be submitted in English (language).

Please calculate your financial tender based *exactly* on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits. The specifications for pricing are defined in the price schedule.

8. Option

After the services put out to tender have been completed, important elements of these tasks can be continued or extended in the new project phase (see “Requirements”). Specifically:

Type and scope

The contractor is responsible for providing the following optional services:

WP 7: Build consensus and finalise the IWRM&I Plan

Scope of service:

The Consultant will need to build consensus on (a) the conceptualised and structure of the IWRM&I Plan, (b) the consolidated state of the basin and knowledge gap filling studies under the consultancy, and (c) the draft IWRM&I Plan.

In order to achieve a high level of ownership, the finalisation of the IWRM&I Plan shall be undertaken in a highly participatory and transparent manner. The comments of stakeholders including key ministries, and agencies, local authorities, regional and international partners shall be used to draft the final version of the IWRM&I plan. It shall take into consideration the refinements proposed during a basin wide validation workshop and is endorsed by ORASECOM. The final extractable Microsoft Excel or equivalent version of the implementation or operational plan should also be produced here. The contractor shall conceptualise and facilitate the basin-wide validation workshop to achieve these objectives.

Certain milestones, as laid out in the table below, are to optionally be achieved during an optional contract term extension:

Deliverable	WP	Specifications and Details	Deadline [months after signing of contract]
Summary report of the basin wide validation workshop	WP 7	A summary report, for the basin wide validation workshop that the consultant shall facilitate (one two day	7

		in-person workshop), shall be submitted to ORASECOM and GIZ TWM V in written form (max. 10 pages).	
10 year IWRM&I Plan	WP 7	A comprehensive 10 year IWRM&I Plan and implementation plan specifying responsibilities, timelines, costs, investment plan & financing strategy, and monitoring and evaluation. It shall be submitted to ORASECOM and GIZ TWM V in written form (max 120 pages)	9
A final implementation or operational plan	WP 7	An implementation or operational plan will include proposed actions and activities that should be undertaken collectively by ORASECOM and those that will be undertaken by the Bilaterals/Trilaterals and the State Parties. The implementation or operational plan will also specify timelines in a form of gantt chart, responsibilities, costs and required resources, investment plan & financing strategy, and monitoring and evaluation. The final implementation or operational plan shall be submitted to ORASECOM and GIZ TWM V in an extractable Excel version or equivalent.	9

Requirements

Exercising the option will depend on the commission of a follow-on phase of the GIZ TWM V project (TWM VI), or a no-cost extension of the GIZ TWM V project. The decision on the commissioning of TWM VI and the continuation is expected to be made in the first Quarter 2026. If the option is exercised, it is anticipated that the contract term will be extended to November 2026.

The option will be exercised by means of a contract extension on the basis of the individual approaches already offered.

Quantitative requirements for the optional services

Fee days	Number of experts	Number of days per expert	Total	Comments
Designation of Team Leader	1	10	10	6 expert days remote in the home country 4 expert days in South Africa
Designation of Key Expert 1 WRM Expert	1	6	5	2 expert days remote in the home country 4 expert days in South Africa
Designation of Key Expert 2	1	6	5	2 expert days remote in the home country

Sanitation Expert				4 expert days in South Africa
Designation of Key Expert 3 Economist and financing Expert	1	6	5	2 expert days remote in the home country 4 expert days in South Africa
Short-Term Expert Pool	Up to 2	4	4	4 expert days remote in the home country
Travel expenses	Quantity	Number per expert	Total in EUR	Comments
Total travel expense budget	1		7.500,00	<p>For all travel and travel related costs there is a budget of EUR 7.500,00 which is already in the price sheet and will be reimbursed against evidence.</p> <p>This budget should cover the following costs:</p> <ul style="list-style-type: none"> • up to 4 international round trips (flights) to South Africa• Airport transfer, taxi, and transport in the countries of service delivery • up to 12 Per-Diems and accommodation allowance for South Africa/Pretoria according to GIZ regulations <p>The costs are reimbursed in accordance with the country table in the GIZ travel expense guidelines - per diem allowances as a lump sum and accommodation as a lump sum or against proof, all other travel and travel-related costs against proof. All trips must be agreed in advance with the GIZ project manager. Travel costs must be kept as low as possible.</p> <p>Note: Under the BMF travel expense regulations, overnight allowances not exceeding 100% of the lump sum amounts can be submitted for reimbursement against evidence. Up to 75% of the maximum rates specified in the travel expense regulations can be submitted for reimbursement on a lump-sum basis.</p> <p>Please indicate in the price schedule whether your offer is</p>

				on a lump-sum basis or against evidence.
Carbon offsets for flights	1	1.120,00	1.120,00	A fixed budget of EUR 1.120,00 is earmarked for settling carbon offsets against evidence.

Requirements on the format of the tender for the option

Please complete both spreadsheets in the price schedule, i.e. one for the main service and one for the optional service.

Please also note that this is a tender below the EU threshold. The EU threshold is currently EUR 221.000,00.