

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

CONFIDENTIAL

**Strategic Advisory Services for Establishing a Finance Impact
Ecosystem for the Uganda Water Investment Programme**

**Project number/
cost centre:
G-012347-012**

**Tender number
10029871**

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1. List of Abbreviations

AG	Commissioning party
AIP	Africa Investment Programme
AMCOW	African Ministers' Council on Water
ANBO	African Network of Basin Organizations
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
AWV63&P	Africa Water Vision 2063 and Policy
AU	African Union
AUC	African Union Commission
BMZ	German Federal Ministry for Economic Cooperation and Development
BO	Basin Organization
FK	Expert
FKT	Expert days
GIZ	Deutsche Gesellschaft für Internationale Zusammenarbeit GmbH
KZFK	Short-term expert
REC	Regional Economic Community
SDG	Sustainable Development Goal
ToRs	Terms of reference
UgaWIP	Uganda Water Investment Plan

1. General Information

Background Information on the Project

The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH is a global service provider in the field of international cooperation for sustainable development dedicated to shaping a future worth living around the world. As a public-benefit federal enterprise, GIZ supports the German Government – in particular the Federal Ministry for Economic Cooperation and Development (BMZ) – and many public and private sector clients in achieving their objectives in international cooperation in around 120 countries.

The Multi-Donor Action “Blue Africa” is jointly co-financed by the German Federal Ministry for Economic Cooperation and Development (BMZ) and the European Union and implemented by the GIZ project “Global Water Security for Resilient Development”. The Action is part of the overall EU Action Blue Africa, implemented by the African Union Commission (AUC), the African Ministers’ Council on Water (AMCOW), and the GIZ. Blue Africa is part of and contributes to the Team Europe Initiative on Transboundary Water Management in Africa.

The Specific Objectives of the Action are:

- 1) Strengthen the African continental water governance architecture on transboundary water cooperation;
- 2) Stimulate investments in the African water agenda and improve financing for water priorities and transboundary investments, including in climate adaptation, natural resources management and nature-based solutions; and
- 3) Develop further African benchmarking and monitoring tools on water security.

Under this Action, GIZ works closely with Africa’s key continental water architecture actors, including the AUC, the African Ministers’ Council on Water (AMCOW), the African Network of Basin Organizations (ANBO), Basin Organizations (BOs), Regional Economic Communities (RECs), and Member States. Blue Africa and the Africa Water Investment Programme (AIP) of the African Union seek to narrow the water investment gap and contribute towards Sustainable Development Goal (SDG) 6 targets on water and sanitation by addressing systemic challenges in the preparation and delivery of water investments.

Context

The Government of Uganda has expressed interest and requested support from the Africa Investment Programme (AIP) to develop the Uganda Water Investment Programme (UgaWIP). The UgaWIP aims to mobilize the required water investments for the sustainable social and economic development of the country, with the aim of attaining Vision 2040, the National Development Plan 4, the Sustainable Development Goals (SDG) targets, the Africa Water Vision 2063 and Policy, and the Agenda 2063 of the African Union. The UgaWIP will entail current and future investment needs, including, but not limited to, investments in water resources management; catchment management; water supply; sanitation and hygiene services; water for production; groundwater; and institutional and capacity-building. Furthermore, the UgaWIP will outline the various mechanisms for accessing and mobilizing the required investments from different stakeholders.

The UgaWIP is intended to be one of the mechanisms for operationalizing these strategies by exploring and mobilizing innovative financing options and instruments from different sources, including public and private capital, and preparing selected climate-resilient project pipelines for possible financing, but also highlighting new areas that are key in accelerating investments in the sector.

The Blue Africa Action is supporting the development of the UgaWIP. This aligns with the AIP guidelines for developing Climate Resilience Water Investment Programs. The development process starts with a comprehensive baseline assessment which includes a desk review of policy and strategy documents, a stakeholder analysis, an analysis of Uganda's water sector investment portfolio and a roadmap for the development of the UgaWIP. A firm has been contracted to provide these services. Following the baseline assessment the UgaWIP development will commence with the development of water sector investment planning and financing framework through collaboration with various actors and consultants, including a National Task Team (a multi-stakeholder team) led by the Ministry of Water and Environment.

Actions on Investment under UgaWIP will not be limited to Finance alone, but Finance is expected to be a major constituent. It is the expectation of the Government of Uganda that UgaWIP will accelerate access to financing for water security and sanitation investments.

UgaWIP will estimate the finance gap that needs to be closed if the intended impact from water's contribution to National Development planning is to be realised. That finance gap will take a broad view across water's contribution to Uganda's sustainable socio-economic transformation.

Furthermore, UgaWIP will explore opportunities available to close the finance gap. This will include identifying actions required to access finance. The UgaWIP will seek to mobilize significant public and private capital by transforming water sector financing through improved governance, innovative financial instruments, and robust climate-resilient project pipelines, all intended to increase climate-resilient infrastructure investment, and fostering public-private partnerships. It will also help to determine appropriate financial instruments and mechanisms and estimate the costs of actions.

Against this background, the GIZ Blue Africa Action seeks to engage a **Senior Financial and Policy Expert** to support the establishment of a finance impact ecosystem for investing in water security through the UgaWIP.

2. Tasks to be Performed by the Contractor

The contractor is responsible for providing the following services:

Task 1: Strategic support to the development of the Uganda Water Investment Programme

The Senior Financial and Policy Expert will provide strategic financial and policy advisory support to the development of the Uganda Water Investment Programme (UgaWIP). This includes technical guidance to the team undertaking a baseline assessment and development of the main UgaWIP, technical input to key deliverables such as the water sector investment planning and financing, technical support in integration of groundwater priorities, and targeted capacity development for national stakeholders during the development of the UgaWIP.

Task 1.1: Technical support to the UgaWIP development process

The Expert is expected to support the various processes involved in developing the UgaWIP by bringing in best practices and regional and international experience in developing and implementing water investment programs. This includes, but is not limited to, providing technical input to the baseline assessment study for the development of the UgaWIP, the UgaWIP, the resource mobilization strategy and other key documents that will be developed during the preparation of the UgaWIP. The expert will provide input into exploration of

opportunities to close the finance gap. He/she will support in pioneering the adoption of the widest possible Finance-Impact Ecosystem in Uganda spanning finance channels from domestic and foreign sources, public and private. The expert will facilitate convening experienced and specialist finance institutions and networks to reflect on regional experience and look forward to how the wide Finance-Impact Ecosystem can support the ambitions of the UgaWIP.

The expert will work closely with the locally based consultants undertaking the baseline assessment and those developing the UgaWIP, ensuring they complement each other.

Deliverable: Workshop report on financing the UgaWIP (level of effort: 20 days)

Task 1.2: Prepare a financing tool kit for investing in water security through the UgaWIP

The Expert will support the preparation of a financing toolkit and train relevant Ministry of Water and Environment staff and stakeholders on its application. The toolkit will present relevant financing mechanisms for the water sector, including public finance, domestic resource mobilisation, blended finance, concessional finance, climate finance, private-sector participation, and other innovative financing instruments. The toolkit should include concrete examples of application, scalability, and relevance to Uganda's water sector investment planning and financing framework to be developed under the UgaWIP. The experienced and specialist finance institutions and networks mentioned under task 1.1 are expected to provide input to the toolkit development process.

Deliverable: A financing toolkit for water investment planning and development in Uganda, and a training report on its application (level of effort 20 days).

Task 1.3: Elevation of groundwater within UgaWIP with commensurate attention to financing of groundwater

The Ministry of Water and Environment seeks to ensure that the elevation of investments into groundwater under UgaWIP will be backed by appropriate channels, mechanisms and financing instruments. This will draw particular attention to which existing mechanisms can be scaled, where modifications to finance may be needed due to distinctive, historically unaddressed circumstances around groundwater, and where new finance instruments may be needed. Under this task, the expert is expected to work hand in hand with local experts to develop a dedicated action for financing groundwater under the UgaWIP. The expert will, among other things;

- Identify suitable financing mechanisms and instruments to scale groundwater management and development under the UgaWIP
- Identify and include concept notes on flagship projects to operationalize national groundwater policies and strategies under the framework of the UgaWIP

Deliverables: Up to three groundwater flagship concepts included with clear financing mechanisms (level of effort 20 days)

Task 2: National Capacity Development and Technical Training

The Expert will support Blue Africa's national capacity development efforts in climate-resilient water investment planning and climate finance. This includes technical support to the preparation and delivery of up to two national training courses for relevant stakeholders.

The Expert is expected to contribute to training design, technical content development, facilitation, and practical exercises, with a focus on water investment planning, project pipeline development, the widest possible Finance-Impact Ecosystem, financing instruments, climate finance access, and domestic resource mobilisation.

Deliverables: Two trainings delivered at the national level. (Level of effort 10 days)

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

Milestones/process steps/partial services	Deadline/place/person responsible
Inception report	Two weeks after the start of the contract
Workshop report on financing the UgaWIP	January 2027 (tbC)
A financing toolkit for water investment planning and development in Uganda, and a training report on its application	September 2027
Two trainings delivered at the national level (2)	By September 2027
Three groundwater concepts included with clear financing mechanisms	By September 2027
Final consolidation and handover report , before the end of the contract	Before the end of the contract

Period of assignment: November 2026 until **30.09.2027**.

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, taking into account 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)**. This includes presentation and interaction of the different actors (1.2.1) and strategy for establishing cooperation with relevant actors (1.2.2)

The tenderer is required to present and explain its approach to **steering (1.3)** 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 (1.4)** 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).

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

The qualifications below represent the requirements to reach the maximum number of points in the technical assessment.

Key Expert 1

Tasks of the expert

- Overall responsibility for the tasks (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners, and others involved in the project
- Regular reporting in accordance with deadlines
- Support high-level engagement on the assignment

Qualifications of the Key Expert 1

- Education/training (2.2.1): university degree - master's degree in any of the following fields: finance, environmental policy, water resources, or related areas.
- Language (2.2.2): C2-level language proficiency in English.
- General professional experience (2.2.3): 15 years of professional experience in water resources management and environmental finance sector. (2 points)
10 years of technical expertise in public investment in the African water sector is required to align water project pipelines with broader economic development agendas (4 points).
10 years of demonstrated experience in cooperation with continental, regional and national organizations in the African water sector (4 points)
Specific professional experience (2.2.4): 10 years of knowledge in structuring impact and blended finance instruments tailored to the African context (5 points).
The expert must demonstrate the ability to analyze national fiscal frameworks, including debt sustainability and budgetary constraints, to identify realistic financing options for water projects (5 points).
- Leadership/management experience (2.2.5): 5 years of management/leadership experience as a project team leader or manager in a company.
- Regional experience (2.2.6): 5 years of experience in projects in East Africa (region) (5 points), of which 2 years in projects in Uganda (country) (5 points).
- Development Cooperation (DC) experience (2.2.7): 10 years of experience in DC projects.
- Other (2.2.8): 10 years of experience in producing high-quality strategic documents, investment frameworks, and comprehensive training manuals suitable for government and institutional use.

Soft skills of the expert

In addition to specialist qualifications, the following qualifications are required of the Consultant:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

5. Costing Requirements

The price offer may contain only the cost items and quantities recorded in the present chapter.

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 2026 \(GERMAN ONLY\)](#)).

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

Aspect of sustainability 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 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

Key Expert 1: Financial and Policy Expert	1	70	70	
Travel expenses	Quantity		Total (EUR)	Comments
Fixed travel budget	1		10.220,00	<p>A fixed budget has been earmarked for travel to Uganda</p> <p>A fixed budget of EUR 10.220 is earmarked for settling travel expenses against evidence</p> <p>The fixed travel budget contains the following costs:</p> <ul style="list-style-type: none"> - Travel to the place of service delivery (up to 2 flights to Uganda) - Flights and in-country transport costs - Per diems at a rate of 45 EUR per day - Accommodation in Uganda - 20 days have been estimated - Other travel expenses, such as Visa costs <p>.</p> <p>You can find further information on the travel expense budget in the 'Price schedule' document. Please use the 'Explanations' column in the price schedule to break down the individual items. Settlement is possible only until the budget is depleted.</p>
Carbon offsets for flights	1		500,00	A fixed budget of EUR 500 is earmarked for settling carbon offsets against evidence.
Flexible remuneration	1		5.000,00	<p>A budget of EUR 5000 is foreseen for flexible remuneration. Please incorporate this budget into the price schedule.</p> <p>Use of the flexible remuneration item requires prior written approval from GIZ.</p>

6. Inputs of GIZ and Partners

GIZ and partners are expected to make the following available:

- Introduction of the consultant to key stakeholders
- Provide background information needed for the assignment
- Provide logistics for workshops and training
- Provide key documents needed by the consultant to deliver the tasks

7. Requirements on the Format of the Tender

The tender structure must match the ToR structure. In particular, the detailed structure of the concept (Chapter 3) should be organized 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 10 pages (excluding CVs). If any of the maximum page lengths is exceeded, the content beyond the cut-off point will not be included in the assessment.

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 four 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.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements, otherwise it is an inadmissible secondary offer that must be excluded from the procedure. 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.