

Terms of reference (ToRs) for the procurement of services above the EU threshold

CONFIDENTIAL

Project title: Support to ReNOKA

Country: Lesotho

Subject of the tender procedure:

Applying the Problem-Driven Iterative Adaptation approach to strengthen governance in the water sector in Lesotho

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0. List of abbreviations

AVB	--> GTC
BMZ	German Federal Ministry of Economic Cooperation and Development
BSC	Building State Capability
CMAC	Catchment Management Committees
CoW	Commission of Water (Government of Lesotho)
DoA	Description of the Action
DSS	Decision Support System
EU	European Union
GDP	Gross Domestic Product
GDPR	EU General Data Protection Regulation
GIZ	The Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GTC	General Terms and Conditions of Contract for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
GWB	German Act against Restraints of Competition
ICM	Integrated Catchment Management
ICU	National Integrated Catchment Management Coordination Unit (Government of Lesotho)
IDOS	German Institute of Development and Sustainability
IWRM	Integrated Water Resource Management
ORASECOM	Orange-Senqu River Commission
PDIA	Problem-Driven Iterative Adaptation
RBO	River Basin Organisation
ReNOKA	National programme for integrated catchment management ('re noka' in Sesotho language means 'we are a river')
RSA	Republic of South Africa
SADC	Southern African Development Community
ToRs	Terms of reference
TWM	Transboundary Water Management
VgV	German Ordinance on the Award of Public Contracts

1. Context

1.1. Lesotho country context and relevance of its water resources

Lesotho is a lower-middle-income country with a population of about 2.1 million and a Gross Domestic Product per capita of 1,118 USD. Lesotho is ranked 160th out of 188 countries in the 2016 UN Human Development Index and faces serious social and macro-economic challenges and weak economic growth with poverty, unemployment, significant food insecurity, low life expectancy – partly due to very high levels of HIV and AIDS -, inequality and gender disparity. The youth comprise well over 50 percent of the population. They also make up the largest group of the unemployed.

The unique geographic location, high altitude and pristine natural quality of its mountain areas position Lesotho as the ‘water tower’ of Southern Africa. Lesotho contributes 40% to the annual run-off in the Orange-Senqu basin, which provides water to large parts of South Africa, Lesotho, Namibia and Botswana, Lesotho only covers 3% of the basin area. This makes the protection and sustainable use of Lesotho’s water resources a priority, not just for the country itself but for all riparian states of the Orange-Senqu river basin. Around 30% of all water supplied to 12 million people in the Gauteng Province, South Africa’s economic centre, derives from the dam system of the Lesotho Highlands Water Project. The Republic of South Africa (RSA) pays the Government of Lesotho for the water. 40% of GDP of the RSA is generated in Gauteng, which shows the huge importance of Lesotho’s water resources for RSA and the whole region. A project is currently being investigated to take Lesotho’s water as far as Botswana via the Lesotho-Botswana Water Transfer Scheme. The development of the project is managed by the Orange-Senqu River Commission (ORASECOM) Secretariat.

1.2. The problem of catchment degradation in Lesotho and failure of 50 years of Sustainable Natural Resource Management interventions

Population growth, poverty, and food insecurity have driven settlement into sensitive Lesotho catchments—wetlands and mountain slopes—often without rangeland management, causing decades of severe land degradation. Overgrazing and poor land use have led to intense water and wind erosion, declining soil fertility, and sedimentation, threatening traditional herding and cropland. Shrinking arable land heightens food insecurity and reduces livelihoods, while competition over dwindling grazing areas fuels conflicts. Degraded highland wetlands jeopardize water supply for Lesotho and the wider Orange–Senqu basin.

Land degradation in Lesotho is increasing streamflow variability, lowering water tables, and causing hydrological instability and off-site sediment deposition. Topsoil erosion is silting major dams in Lesotho and neighbouring countries, threatening water resources, livelihoods, and critical infrastructure (e.g., dams, roads, buildings). Climate change exacerbates impacts through erratic rainfall, floods, and droughts. Without improved water management, stronger environmental protection, and sustainable water infrastructure, large parts of Lesotho and the region will face serious challenges in water availability and resilience to droughts and floods.

To counteract these problems, over the last 50 years, the Government of Lesotho and international partners have been carrying out interventions for sustainable natural resource management. However, many of these interventions have not achieved the intended results, while sustainability remaining a key challenge, largely due to the “tendency to underplay the coordination problems of the various ministries involved in project implementation” (Annex 2, ReNOKA 2021: 47). Strengthening the collaboration between main water institutions (e.g., the Commission of Water

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(CoW), National Integrated Catchment Management Coordination Unit (ICU)) and other stakeholders at national, River Basin Organisations (RBOs) and SADC level is crucial to promote knowledge and data exchange, align institutional actions, and strengthen the sector's ability to jointly manage water resources sustainably.

1.3. Support to ReNOKA

The Government of Lesotho, with support from the European Union (EU) and the German Federal Ministry of Economic Cooperation and Development (BMZ), has embarked on an ambitious national programme for Integrated Catchment Management (ICM). Known as ReNOKA the programme's aim is to support the rehabilitation of degradation of Lesotho's catchment areas. The sustainable management of Lesotho's catchment is of critical importance for water, land, energy and food security not only in Lesotho itself but in the entire Orange-Senqu Basin and Gauteng Province, Southern Africa's economic centre.

After successfully concluding the "Support to Integrated Catchment Management" (ICM I) project in March 2026, The *Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH* has been commissioned again by the EU under the Multi-Donor Action "Metsi a Lesotho" and BMZ to implement a technical cooperation Action called "Support to ReNOKA" (ICM II) to further support ICM and the water sector in Lesotho.

The overall objective of "Metsi a Lesotho", under which the ICM II Action will be implemented, is to "ensure access to sustainable water and sanitation for all as a means for green and resilient growth and promoting peace and security in Lesotho and the region". The specific objectives are:

- **Specific Objective 2:** "Lesotho sustainably manages its water and land resources comprising the water-energy-natural resources nexus and advances its climate resilience with an inclusive approach"
- **Specific Objective 3:** "Capacities of national water institutions to improve services and cooperation at community, catchment and transboundary levels are strengthened" .

To achieve this objective, the Action will work concurrently on five interlinked outputs:

Related to Specific Objective 2:

- **Output 2.1:** Implementation of the ICM governance approach across the Catchment Management Areas of Lesotho for improved stewardship of water and land resources.
- **Output 2.2:** Foster availability and operationality of ICM financing mechanisms to build long-term resource sustainability of ICM coordination and implementation in Lesotho.
- **Output 2.3:** Strengthening the implementation of ICM measures and of the water-energy-natural resources nexus is strengthened.
- **Output 3.1:** Enhancement of capacities of government staff for sustainable water management.
- **Output 3.2:** Strengthening of data management practices and Decision Support Systems (DSS) for evidence-based development and implementation of water policies.

Despite support in the previous phase and from other projects – which contributed to establishing technically sound water management systems and approaches – effective communication and

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cooperation among key water sector institutions, from the Prime Minister's office to community authorities, remain challenging.

Against this backdrop, **Output 3.1** focuses on strengthening individual and institutional capacities and collaboration for more sustainable water management in Lesotho by using participatory methods to enhance cooperation among Output 3.1 implementing partners, the CoW as the lead implementing partner for Output 3, key institutions (e.g., ICU) and stakeholders at national, RBOs, and SADC levels.

2. Tasks to be performed by the contractor

2.1 Term

The expected term of the contract for services shall be specified in the 'Special terms and conditions of contract'. The definitive term and service delivery period are set out in the contract award notification.

2.2 Objectives, indicators, work packages, milestones

The objective of the services to be provided is to apply the **Problem-Driven Iterative Adaptation (PDIA)** approach in the water sector in Lesotho to address the underlying complex challenges and bottlenecks that hinder effective cooperation. The contractor is responsible for achieving the objectives and indicators described in this document.

The implementation of the PDIA approach will contribute to the following module objectives, module target indicator and output of the Module "Transboundary Water Management in the SADC Region" (TWM).

Module objective: Transboundary, climate-resilient water management in Southern Africa is improved, with a focus on sustainable, high-performing governance structures.

Module Target Indicator 2: Number of people in the SADC region whose climate resilience has been strengthened through improved governance structures enabling evidence-based decision-making by water managers and decision-makers in transboundary, climate-resilient water management.

Baseline: 0 people (to date, only insufficiently evidence-based decisions) (08/2025)

Target: 1,000,000 people (including 550,000 women and 450,000 men) (06/2030)

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Output 4: In Lesotho's catchment areas, the governance approach for the integrated management of water and land resources is established.

Output indicator 4: Number of Catchment Management Committees (CMACs) that confirm the planning and implementation of ICM measures were carried out in accordance with the established ICM standard processes and quality requirements.

Furthermore, the implementation of the PDIA approach will contribute to the following specific objectives, outputs and related output indicators described in the Description of the Action (DoA) of the EU cofinanced TWM component "Support to ReNOKA".

Specific Objective 3: Strengthen national water sector capacities to improve services and cooperation at community, catchment and transboundary levels.

Output 3.1: Capacities of government cadres for water management, at technical and diplomatic level, are enhanced.

Output indicator 3.1: Number of employees from directly involved government agencies (at least 10 per agency) who confirm, on a scale of 1 (none) to 7 (perfect), the above-average (≥ 4) effectiveness of stakeholder collaboration in the ICM process with regard to data exchange and technical cooperation (broken down by agency and disaggregated by gender)

All deliverables and outputs produced by the contractor for the work packages listed below shall be prepared in English language and must be submitted as drafts for feedback to GIZ project management.

The delivery periods specified in the work packages and milestone tables for each task are assumed to include adequate time for receiving and incorporating comments. The contractor is therefore required to incorporate feedback loops into its work plan. For reports and documents up to 10 pages, the contractor should allow a two-week period for comments. For reports, documents exceeding 15 pages, a one-month period should be assumed for receiving comments.

The contractor is responsible for providing the following work packages and for achieving the corresponding milestones:

Work package 1: Development of PDIA implementation plan including identification of core team.

Based on previous stakeholder mapping prepared by the project (will be supplied to the contractor after award of the contract) and consultations with main partners including the CoW and ICU (list with partners to be consulted will be supplied to the contractor after award of the contract), the contractor shall develop an updated stakeholder mapping including identification of main authorities and decision makers and a PDIA implementation plan, identify the core team (4-12 core members, from different institutions relating to the water sector based on the stakeholder mapping) and introduce the method to main authorities to achieve buy-in to implement the method.

Milestones for work package 1	Delivery period
Inception report including stakeholder mapping and work plan finalised (approx. 20 pages, digitally submitted)	Four (4) months after start of the contract

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Consultations conducted, including documented interviews and surveys to assess the level of collaboration among stakeholders regarding potentials and barriers/challenges of stakeholder coordination	Six (6) months after start of the contract
Consultations report, including main findings finalised (approx. 15 pages, digitally submitted)	Seven (7) months after start of the contract
PDIA implementation plan including core team (4-12 core members) proposal finalised and presented in the GIZ offices to CoW, ICU and GIZ (approx. 10 pages, digitally submitted)	Eight (8) months after start of the contract
One day inception workshop with identified core team (4-12 core members) and main authorities held	Nine (9) months after start of the contract

Work package 2: Problem identification and analysis.

Together with the core team (from work package 1) and main authorities and decision makers (based on updated stakeholder mapping), the contractor shall identify, analyse and define the core problem it will address and how ownership for these processes will be broadened, based on a common understanding of stakeholder's priorities. This should be done in the form of workshops and stakeholder engagement session. The number, duration, format and timing of the workshops and stakeholder engagement sessions will be determined iteratively in line with the evolving needs of the PDIA process. The contractor shall be responsible for the preparation, facilitation, and moderation of all workshops and stakeholder engagement sessions.

Milestones for work package 2	Delivery period
Workshops to identify, analyse and define core problem and narrative held with core team (from work package 1)	Nine (9) months after start of the contract
Report of workshop results and evidence of core problem finalised (quantitative and qualitative evidence for the relevance and importance of the core problem) (approx. 15 pages, digitally, PPT?)	Ten (10) months after start of the contract
Stakeholder engagement sessions/Workshops with key decision-makers held to ensure recognition	Elven (11) months after start of the contract
Outcome paper with concise problem statement and narrative finalised (approx. 10 pages, digitally, PPT?)	Twelve (12) months after start of the contract

Work package 3: Root Cause Analysis

After the identification of the problem and ensuring authorities have recognized the problem, the contractor together with the core team (from work package 1) shall break the overarching problem into component causes and sub-causes. This should be done in the form of workshops. The number, duration, format and timing of the workshops will be determined iteratively in line with the evolving needs of the PDIA process. The contractor shall be responsible for the preparation, facilitation, and moderation of all workshops.

Milestones for work package 3	Delivery period
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Workshops with core team held (from work package 1)	Nine (9) months after start of the contract (same workshop as for work package 2)
Document Cause Analysis (e.g., fishbone diagram and/or list of root causes with evidence) finalized	Ten (10) months after start of the contract
Outcome paper in form of a table or diagram for presentation to stakeholders finalised (2 pages)	Twelve (12) months after start of the contract (part of outcome paper for work package 2)
In person presentation to stakeholders held, including short presentation (approx.. 5 slides) summarizing the key finding of the outcome paper	Twelve (12) months after start of the contract

Work package 4: Identification of entry points and sequencing planning

Based on the root cause analysis the contractor shall, together with the core team (from work package 1), select specific sub-problems and “entry points” to address in the first iterations. This will also involve planning a sequence for tackling various causes over time.

Milestones for work package 4	Delivery period
PDIA action roadmap outlining initial entry point(s) and the sequence of tackling causes finalised (approx. 10 pages)	Nine (9) months after start of the contract (same workshop as for work packages 2 and 3)
Change space analysis justifying why certain issues were prioritized finalised	Ten (10) months after start of the contract
Outcome paper in form of a table or diagram for presentation to stakeholders finalised (approx. 3 pages)	Twelve (12) months after start of the contract (same as for work package 3; part of outcome paper for work package 2)
In person presentation to stakeholders held, including a short presentation (approx.. 5 slides) summarizing the key findings of the outcome paper to discuss priorities regarding the root causes of the defined core problem	Twelve (12) months after start of the contract

Work package 5: (part of Output 3.1): Design and Implement Iterative Actions (“Small Bets”) including iterative learning cycle.

Based on the chosen entry points the contractor shall, together with the core team of stakeholders (from work package 1), develop concrete solutions for the chosen entry point problems and implement them on a small scale. After implementing these small bets with attempts to achieve quick wins, the contractor shall reflect together with the core team on what happened during the iteration, learn from successes and failures and adapt the project accordingly. This will be done in regular meetings (“iteration check-ins”) of the contractor and the core team. The frequency of these reflection meetings will be defined in coordination with the core team members. For work packages 5, 6 and 7, the contractor will cooperate closely with a senior researcher from the German Institute of Development and Sustainability (IDOS) to guide the process and strengthen the evidence-based nature of iterations and learning by maintaining joint backlog that links evidence directly to implementation decisions.

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Milestones for work package 5	Delivery period
Iteration plans outlining elements for each experiment finalised (approx. 10 pages)	Twelve (12) months after start of the contract
Documentation of the implementation action, including lessons learned, changes made and justifications for these changes during implementation (2-5 pages per iteration)	Starting from twelve (12) months after start of the contract until thirty-three (33) months after start of the contract (Total duration: 1 year and 9 months)
Brief Lessons Learned Adaptation Report for overall iteration process finalised in cooperation with IDOS (approx. 20 pages to summarize all iterations, including backlog used to guide iteration cycle, successful and prematurely terminated ones)	Thirty-three (33) months after start of the contract

Work package 6: Documentation of quick wins and lessons if problem solved.

If the problem is solved and based on the accumulated reports the contractor shall document the project's learning journey.

Milestones for work package 6	Delivery period
Report of quick wins regarding the progress of improving the core problem and lessons learned, finalised across all iterations from work package 5 in cooperation with IDOS (approx. 20 pages)	Thirty-three (33) months after start of contract (in combination with the Brief Lessons Learned Adaptation Reports in work package 5)

Work package 7: Implementation of exit and handover process to ensure sustainability.

To ensure sustainability, the contractor shall, together with core team members (from work package 1), develop and implement an exit strategy and handover the process of PDIA to main authorities.

Milestones for work package 7	Delivery period
Exit and handover plan developed (approx. 15 pages)	Twenty-eight (28) months after start of the contract
In cooperation with IDOS, survey and interviews to assess the improvement of stakeholder collaboration through the PDIA process conducted	Thirty (30) months after start of the contract
Handover completed	Thirty-five (35) months after start of the contract
Final report finalised, including a strategy of how to continue and scale-up the adaptive work after the contract has ended in collaboration with core team members (from work package 1) and leadership of CoW and ICU (approx. 25 pages)	Thirty-five (35) months after start of the contract
In person presentation of final report to stakeholders held, including a short presentation (approx. 10 slides) summarizing the key finding of the final report	Thirty-five (35) months after start of the contract

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2.3 Project and knowledge management requirements

Requirements on the assignment of experts:

- The contractor is responsible for selecting, preparing, training and steering the experts assigned to carry out the advisory services.

Requirements on materials and equipment and operating costs:

- The contractor makes the required materials, equipment and consumables available and assumes the associated operating and administrative costs.

Requirements on expenditure management and cost control:

- The contractor manages costs and expenditures, accounting processes and invoicing in line with GIZ requirements.

Monitoring and reporting requirements:

- The contractor delivers short (max. 2 pages) monthly progress reports regarding all active WPs to the implementation manager.
- The contractor shall submit a concise (max 1 pages) annual progress report in Q1 of each year on Output Indicator 3.1, outlining the status of activities contributing to the indicator, progress achieved, key challenges and an outlook for the following 12 months to the GIZ component manager.

All reports and deliverables shall be prepared in English language. The contractor shall provide the structure of the reports to the GIZ implementation management for review and approval. All reports (draft, final draft and final) and documents shall be provided to the GIZ implementation management for comments and revised by the contractor.

Requirements for company-wide learning, knowledge and innovation:

- The contractor provides support in implementing a project evaluation with special emphasis on ensuring the effectiveness of the knowledge management process.
- The contractor expresses willingness, if required, to support project assistants or staff members on temporary placements who, in the context of GIZ's separately financed training programmes for junior employees, work in and undertake special tasks for the project.

Backstopping requirements:

The contractor ensures appropriate backstopping. The following services form part of the standard backstopping package. In accordance with GIZ's General Terms and Conditions for supplying services and work on behalf of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

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GmbH (GTC), these services – as well as the ancillary personnel costs – must be priced into the fee schedules of the staff listed in the tender:

- The contractor's responsibility for its own staff;
- Ensuring the flow of information between GIZ and the contractor's field staff;
- Process-oriented technical and conceptual steering of the consulting services;
- Steering adaptations to changing framework conditions;
- Performance monitoring;
- Ensuring the administrative management of the project;
- Ensuring compliance with reporting requirements;
- Technical support by the contractor's staff for its personnel on the ground;
- Making local use of and sharing the lessons learned by the contractor with the GIZ team.

2.4 Data protection and information security

The provisions on data protection and information security of the current version of GIZ's General Terms and Conditions of Contract (sections 1.7 Confidentiality and 1.11 Data protection) apply.

The performance of the contract may be associated with the processing of personal data by the contractor, such as (but not limited to) names and contact information and who would alone define the nature of such data and how such processing would be carried out. In such cases, the contractor shall act as an independent DATA CONTROLLER and must alone comply with ALL applicable data protection obligations, including those stemming from regional and local laws. The contractor shall process personal data only when a given goal cannot be reasonably attained without such data. The data protection principles such as lawfulness, data minimization, accuracy, purpose limitation, storage limitation, transparency, integrity and confidentiality, and accountability, as well as the numerous rights of the data subject must be paid due attention. GIZ is NOT in any way responsible for such processing.

Whenever the contractor executes the instructions of a partner to GIZ regarding such processing, the partner shall be the data controller, and the data processing shall be carried out in accordance with the partner's instructions as well as laws and standards to which it is subject.

If the contractor is not subject to the GDPR and the applicable laws do not contain any explanation on the data protection principles and rights mentioned here, the definitions and meanings provided by the GDPR (Regulation (EU) 2016/679) should be considered.

2.5 Other requirements

2.5.1 The contractors' responsibility for visa and work permits

The contractor is responsible that the proposed experts meet the visa and work permit regulations applicable in Lesotho so that he can provide the required experts on-site within the specified deadlines. The GIZ main office in Maseru, Lesotho will provide guidance and support throughout the visa process, including addressing any questions related to the visa procedure.

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2.5.2 Safeguards and gender measures with specific reference to services

In order to promote gender equality and avoid or mitigate possible unintended negative impacts in its area of responsibility, the contractor should implement the following measures:

- Gender equality: Mainstreaming of gender throughout implementation. It will report on gender disaggregated achievements and data. All activities within this assignment (e.g., workshops) shall take social (including gender), environmental and governance aspects into consideration.
- Environmental protection and climate action (climate change mitigation/adaptation): State of the art procedures and requirements shall be considered to minimize environmental impacts and to mitigate risks related to climate change.
- Conflict and context sensitivity: The design and implementation of all activities shall integrate local political dynamics, inclusive stakeholder engagement and observe do no harm principles and conflict sensitivity.

3. Technical-methodological concept

In this section, the tenderer is required to reflect on the objectives and terms of reference of the tender at hand, describe the partner system and its processes in the area of responsibility and present the technical-methodological concept for completing the tasks listed in section 2 and achieving the set objectives. In addition, the tenderer must describe the design of the project management process.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid

3.1 Interpretation of objectives (section 1.1 of the assessment grid)

The tenderer is required to interpret the objectives for which it is responsible. Simple repetition of the objectives formulated in section 2 of the ToRs is not desired. Rather, the contractor is to describe and interpret the changes in the partner system that are to be directly achieved by the object of the tender procedure. The resulting positive impact on the partner system (section 1.1.1 of the assessment grid) should also be presented.

The contractor must undertake a critical examination of the ToRs (section 1.1.2 of the assessment grid), by:

- undertaking an assessment of the appropriateness of the personnel concept for implementing the scheduled tasks;
- providing an assessment of the results hypotheses for achieving the objectives and possible risks in implementation;
- making an assessment of the technical concept.

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3.2 Processes and actors in the partner system (section 1.2 of the assessment grid)

Processes describe actions or sets of tasks that are necessary in order to render specific services in a sector or in the cooperation/partner system. Specific actors are given responsibility for determining and implementing these actions and sets of tasks in line with the regulations. Actors are usually institutions such as ministries, local governments, associations and chambers, non-governmental organisations, companies in a sector or individual businesses, universities or banks, but may also be individuals (e.g. a person with higher decision-making authority).

The tenderer is required to describe, using existing documents where possible (see annexes), the processes in the sector or partner system that are relevant to the services put out to tender (section 1.2.1 of the assessment grid).

The tenderer is required to present the actors (partners and others) who are relevant for the tender in the form of a map of actors (GIZ-ICM II will share a list of actors after award of contract). As far as possible, it should list the actors by name. Their mandates as well as strengths, weaknesses and interests with respect to the services put out to tender are also to be briefly presented (section 1.2.2 of the assessment grid).

In addition, the tenderer is required to describe the interaction between the actors mentioned above. This can consist of a description of the specific collaboration between individual actors in the processes listed above, of the dependencies or conflicts between the actors and their consequences or of existing dialogue and communication formats (section 1.2.3 of the assessment grid).

3.3 Strategy (section 1.3 of the assessment grid)

The strategy for delivering the services in the tender is the core element of the technical-methodological concept. It is composed of the following elements:

- Procedure for achieving the objectives stated in section 2.2 of these ToRs
- Development of partnerships with the relevant actors
- Approaches for leverage effects and measures for scaling-up
- Consideration of environmental and social compatibility requirements (including gender equality)
- Appropriate consideration of further requirements

3.3.1 Strategic approach to achieving the objectives mentioned in the ToRs (section 1.3.1 of the assessment grid)

The tenderer is required to describe and justify the approach it plans to adopt in order to achieve the milestones, objectives and results (see section 2) for which it is responsible.

The tenderer is expected to describe and justify the strategic approach to the tasks formulated in section 2 (i.e. not a description of activities) and how he plans to implement this strategy.

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3.3.2 Building partnerships with the relevant actors

(section 1.3.2 of the assessment grid)

The tenderer is required to develop and describe a strategy for developing the cooperation with the actors in the partner system who are relevant for the implementation of the services in the tender. The project partnerships already mentioned in section 1 must also be taken into account.

3.3.3 Approaches for leverage effects and measures for scaling-up

(section 1.3.3 of the assessment grid)

The tenderer is required to state whether there are promising approaches for leverage effects beyond the measures mentioned in section 2 (for example through targeted measures in the field of 'knowledge management') and to describe them. In doing so, the tenderer is required to present and explain measures that promote both horizontal and vertical scaling-up. In particular, the tenderer must submit proposals on how innovations that have been developed in the context of implementation can be disseminated beyond the sphere of influence of the project.

3.3.4 Consideration of environmental and social compatibility requirements

(section 1.3.4 of the assessment grid)

Gender equality

The tenderer is required to outline in the tender how it can prevent negative impacts on gender equality in its area of responsibility and how it can contribute to improving gender equality through corresponding measures (see also relevant requirements in section 2.5).

Requirement: 'Gender equality':	3 points out of 10 (maximum)
Requirement: 'Environmental protection and climate action (climate change mitigation/adaptation)':	2 points out of 10 (maximum)
Requirement: 'Conflict and context sensitivity':	5 points out of 10 (maximum)

3.4 Project management

(section 1.4 of the assessment grid)

In this section, the tenderer presents the operational plan for implementing the services in the tender, describes the procedure for coordination with GIZ or the project and the project partners, and explains its monitoring procedure.

3.4.1 Operational plan

(section 1.4.1 of the assessment grid)

The tenderer is required to draw up and explain an operational plan for implementing the strategy described in section 3.3, including a plan for the assignment of all the experts included in the tender. The operational plan must include the assignment times (periods and expert days) and assignment locations of the individual experts, the milestones as presented in section 2 and, in

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particular, describe all the necessary work stages in detail and in chronological order. The tenderer can define further milestones beyond those prescribed in section 2 and map them out in the plan of operations.

3.4.2 Coordination with GIZ or the commissioning project

(section 1.4.2 of the assessment grid)

In its tender, the tenderer is required to describe the procedure for coordinating with GIZ or with the commissioning project.

3.4.3 Steering or coordination of measures with the relevant implementing partner (section 1.4.3 of the assessment grid)

In its tender, the tenderer is required to name the implementing partners relevant for implementing the services and to describe and explain the procedure for steering or coordinating the measures with them.

3.4.4 Monitoring

(section 1.4.4 of the assessment grid)

In its tender, the tenderer is required to describe how it will regularly capture and document the status of completion of the tasks, the achievement of objectives, the results achieved and the risks in the area for which it is responsible in accordance with the specifications set out in section 2.

3.5 Further requirements

(section 1.5 of the assessment grid)

The tenderer is required to explain and, as far as possible, provide specific evidence of how it will make use of national resources (for example technical personnel of the national water institutions) in the context of service delivery.

4. Personnel

The tenderer is required to provide 'experts' for the positions referred to and described (scope of tasks and qualifications) in this section on the basis of corresponding CVs. **The requirements on the format and content of the CVs are described in section 6.**

The qualifications mentioned below correspond to the requirements for achieving the highest number of points in the technical assessment.

'One year of professional experience' is therefore defined as a cumulative 12 expert months with at least 18 expert days per month, provided no diverging definition is specified for individual qualifications.

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The bidders shall inform themselves and ensure that the proposed experts are meeting the visa and work permit regulations applicable in Lesotho so that they will be available on-site within the specified deadlines.. The GIZ main office in Maseru, Lesotho will provide guidance and support throughout the visa process, including addressing any questions related to the visa procedure.

4.1 Expert 1: Team leader

(section 2.1 of the assessment grid)

This position is a key expert.

Tasks of expert 1: (team leader)

- Overall responsibility for the advisory packages of the contractor
- Provide strategic direction of the PDIA implementation across all work packages as described in section 2.2
- Safeguarding the quality and integrity of the PDIA methodology across all work packages as described in section 2.2
- Ensure communication with the GIZ implementation manager for the EU Action and component manager, the Commissioner of Water and the ICU director and deputy director and other partners involved in the project about the planned activities
- Ensure coordination of planned activities with GIZ and CoW
- Ensure reporting to the GIZ implementation manager and component manager responsible for Output 3.1.
- Ensuring the coherence and complementarity of the contractor's services with other services delivered by the GIZ implementation manager at local and national level and accompanying partners (especially IDOS)
- Ensure that all cross-cutting themes especially gender equality are adequately considered
- Staff management, in particular identifying the need for short-term assignments within the available budget, planning and managing the assignments and supporting expert
- Ensuring that monitoring procedures are carried out according to chapter 3.4.4
- Regular (monthly) progress reporting to the GIZ component manager
- Overall responsibility for the timely, high-quality implementation of all processes implemented and deliverables submitted on time to GIZ

Qualifications of expert 1: Team Leader

Education/training (section 2.1.1 of the assessment grid):	University degree 'master's or equivalent diploma') in Political Science, Public Policy, International or Development Studies or similar fields
Language (section 2.1.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience (section 2.1.3 of the assessment grid):	5 years of professional experience in the sector governance (coordination, institutions, policies)
Specific professional experience (section 2.1.4 of the assessment grid):	5 years of professional experience in adaptive, participatory reform approaches particularly in PDIA

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Leadership/management experience (section 2.1.5 of the assessment grid):	3 years of management experience in projects, companies or other organisations with technical leadership responsibility for at least 3 people
International professional experience outside the country/region of assignment (section 2.1.6 of the assessment grid):	3 years of professional experience in a country outside Africa
Professional experience in the country/region of assignment (2.1.7 of the assessment grid):	1 year of professional experience in Africa
Experience in the field of development cooperation (section 2.1.8 of the assessment grid):	3 years of experience in development cooperation projects
Other (section 2.1.9 of the assessment grid):	3 years experience in applying the PDIA approach, including facilitating iterative problem-solving cycles,

4.2 Expert 2: Expert on Water Governance (national experience)

(section 2.2 of the assessment grid)

This position is a **key expert**.

Tasks of expert 2: xpert on water governance (national e experience)

- Assist the team leader carrying out the tasks across all work packages as described in section 2.2
- Conduct stakeholder mapping to inform identification of core team and main authorities
- Facilitate stakeholder engagement and coordination
- Facilitate and moderate participatory processes including workshops, consultations and include inclusion of communities and vulnerable groups
- Support monitoring, reporting & documentation of PDIA implementation
- Ensure closely cooperation with the GIZ team employed for this project.

Qualifications of expert 2

Education/training (section 2.2.1 of the assessment grid):	University degree 'master's or equivalent diploma in water resource management or environmental science or community and social development
Language (section 2.2.2 of the assessment grid):	Knowledge of English, C1-level in the Common European Framework of Reference for Languages
General professional experience (section 2.2.3 of the assessment grid):	8 years of professional experience in the Water Sector
Specific professional experience (section 2.2.4 of the assessment grid):	5 years of professional experience in multi-level stakeholder management and engagement
Leadership/management experience (section 2.2.5 of the assessment grid):	<i>Not applicable</i>

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International professional experience outside the country/region of assignment (section 2.2.6 of the assessment grid):	<i>Not applicable</i>
Professional experience in the country/region of assignment (2.2.7 of the assessment grid):	8 years of professional experience in Lesotho
Experience in the field of development cooperation (section 2.2.8 of the assessment grid):	8 years of experience in development cooperation projects
Other (section 2.2.9 of the assessment grid):	2 years of experience in moderation and/or training

Soft skills of team members

In addition to their specialist qualifications, all team members are also expected to have the following qualifications:

- Team skills
- Initiative
- Communication skills
- Sociocultural and intercultural skills
- Efficient partner- and client-oriented working methods
- Interdisciplinary thinking

Soft skills are not evaluated.

5. Costing requirements

In your tender, please do not deviate from the specification of inputs required in these ToRs (the number of experts and expert days, the budget specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: only services that were commissioned by GIZ and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

5.1 Assignment of experts

In your tender, please do not deviate from the specification of quantities required in these ToRs (the number of experts and expert days, the budget specified in the price schedule). This is part of the competitive tender and is used to ensure that the tenders can be compared objectively. Please note: only services that were commissioned by the GIZ project and rendered by the contractor will be remunerated. We would also like to point out that it may not be necessary to make use of the total number of proposed expert days.

The number of expert days corresponds to full working days.

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Expert	Expert days in the country of residence/ remote	Availability of expert in the country of assignment* in expert days	Expert days in total	Consecutive stay > 3 months (see General Terms and Conditions, section 3.6.2)	Number of international flights (round trip)
Expert 1: Team leader	65	485	550	Yes	3
Expert 2: Expert on Water Governance	0	400	400	Yes	0
Backstopping	Not applicable	Not applicable	Not applicable	Not applicable	Not applicable

5.2 National administrative staff

The following national administrative staff are needed:

1 Office assistant with combined duties covering driver and general support services including preparation (venue, catering, etc.) of workshops for 35 months

5.3 Travel expenses

5.3.1 Travel – sustainability considerations

GIZ would like to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, for example by selecting the lowest-emission booking class (economy) or using means of transport, airlines and flight routes that are more CO₂-efficient. For short distances, travel by train (second class) or e-mobility are the preferred options.

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](#) has published a [list of standards](#) (only in German available). GIZ recommends using the standards specified there.

5.3.2 Travel expense requirements

The specified lump sums are the maximum amounts the tenderer can include in the tender. In other words, the tenderer can offer lower individual lump-sum amounts. The corresponding lump sums are to be entered into the price schedule by the tenderer.

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The travel expenses must be costed as follows by the contractor:

Travel expenses item	Quantity	Lump sum up to per unit
Total number of international flights (round trip)	3	EUR 1,700
Total number of regional/national flights	0	0
CO ₂ offsets for flights A fixed, unalterable budget for CO ₂ offsets for settlement against evidence is specified.	1	EUR 420
Per-diem allowances ¹	760	EUR 28
Accommodation allowances	76	EUR 104
Other travel expenses (visa, project-related travel expenses outside the place of business etc.)	1	EUR 550

Per-diem allowances are reimbursed as a lump sum up to the agreed on in the contract.

In addition, for the following items, reasonable costs can be settled against evidence up to the proposed amount.

- Flight costs
- Transport costs
- Other travel expenses

Notes on the settlement of accommodation allowances outside Germany

For the country Lesotho, tenderers may offer accommodation allowances up to EUR 104,00. This is the maximum amount permissible under tax law as per the BMF circular on travel expense reimbursement.

¹ EUR 28,00 is the maximum amount 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 (download at <https://www.bundesfinanzministerium.de>).

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- If the contractor offers accommodation allowances at up to 75% (EUR 78,00) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the expenses will be reimbursed **on a lump-sum basis** in the contractually agreed amount.
- If the contractor offers accommodation allowances at between 75% and 100% (EUR 78,01 and 104,00 EUR) of the maximum amounts permissible under tax law as per the BMF circular on travel expense reimbursement, the corresponding **evidenced expenses** will be reimbursed up to the contractually agreed amount.

5.4 Materials and equipment

Budget for materials and equipment: EUR 10,000

The fixed, unalterable budget above is earmarked for the procurement of the materials and equipment described in the table below (payment against evidence).

Made available free of charge by GIZ for the duration of the contract.	Materials and equipment to be procured by the contractor in the financial bid.
1 furnished office with space for 3 at GIZ in Maseru, Lesotho	IT equipment

5.5 Operating costs in the country of assignment

The specified lump sums per month are the maximum amounts the tenderer can include in the tender. In other words, the tenderer can offer lower individual lump-sum amounts. The corresponding lump sums are to be entered into the price schedule by the tenderer. **Higher lump sums are not to be included in the tender.**

	Months	Lump sum per month up to
Vehicle operating costs (1 vehicle)	36	166,00 EUR

5.6 Workshops, education and training

Workshop budget: EUR 35,500

The fixed, unalterable budget above is earmarked for at least 15 workshops and entered in the price schedule. The budget includes the following costs relating to the planning and running of workshops:

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- Room hire
- Technical systems
- Catering
- Workshop materials
- Travel expenses for partner experts (subsistence, accommodation, travel costs)
- Other costs relating to the workshops

The budget does not include the fees and travel expenses for the contractor's experts incurred in connection with the planning and running of the workshops. These are covered by the corresponding number of expert days and travel expenses (see sections 5.1 and 5.3 above).

5.7 Local contributions

– Not applicable –

5.8 Other costs

– Not applicable –

5.9 Flexible remuneration item

Budget for flexible remuneration: EUR 80,000

The fixed, unalterable budget above is earmarked in the price schedule for flexible remuneration. Flexible remuneration is intended to facilitate the flexible management of the contract by the commission manager at GIZ. The contractor can make use of the funds in accordance with section 3.6.5.7 of the General Terms and Conditions.

6. Requirements on the format of the tender

The structure of the tender must correspond with the structure of the ToRs. It must be legible (for example Arial, font size 11 or larger) and clearly formulated. The technical tender must be written in English.

The technical-methodological concept of the tender (section 3 of the ToRs) must not exceed 30 pages (not including the cover page, list of abbreviations, table of contents). Additional annexes not requested will not be assessed. External content (e.g. links to websites) will also be disregarded.

The CVs of the staff proposed in accordance with section 4 of the ToRs must be in the EU format and not more than four pages in length.

The CVs must clearly and unequivocally show what position the proposed person held, which tasks they performed and how long they worked during which period in the specified

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references. **The references contained in the CVs must therefore include the following information:**

- Name of the company/organisation/reference project in which the expert worked
- Position held and task(s) performed by the expert in the company/organisation/reference project
- Work outcomes or products produced by the expert, or expert's contribution to the completion of these outcomes and projects (if relevant)
- Duration of the expert's assignment in the company/organisation/reference project per calendar year **in full-time expert days, weeks or months** (for example: 2019: 2 months, 2020: 10 months, 2021: 1 month)
- Leadership experience/management: clear information on the reference projects or fixed positions within the company/organisation in which the requirements specified in section 4 were fulfilled (for example, period, number of persons for whom the expert had disciplinary responsibility, project budget) (if relevant)
- International professional experience/professional experience in the country of assignment: clear information on the reference projects or fixed positions in the company/organisation in which the requirements specified in section 4 were fulfilled (for example, actual duration of assignment on the ground **in full-time expert days, weeks or months**) (if relevant)

7. Options or follow-on contract

7.1 Option to expand the service content/extend the contract term pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

GIZ can exercise the following option if it wishes to expand the tendered services. This is described in detail below.

Nature and scope:

While retaining the overall character of the contract, there is a possibility of GIZ continuing to obtain the services specified in section 2 of these Terms of Reference and/or of expanding the contract to include further services of the same kind. The overall contract term must not exceed three times the original contract term, and the overall contract value must not exceed twice the original contract value.

Precondition: GIZ's commissioning party extends and/or provides additional funding for the current project or commissions a follow-on project and/or an agreement is concluded to provide cofinancing for the measure.

7.2 Option to procure materials and equipment pursuant to section 132 (2) no. 1 German Act against Restraints of Competition (GWB)

– Not applicable –

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7.3 Follow-on contract pursuant to Section 14 (4) no. 9 German Ordinance on the Award of Public Contracts (VgV)

Pursuant to Section 14 (4) no. 9 VgV, GIZ reserves the right to award a follow-on contract to the contractor in order to procure similar services.

Scope of possible services:

The term of the follow-on contract must not exceed twice that of the original contract, and the value of the follow-on contract must not exceed twice that of the original contract.

Condition: The above option is subject to GIZ receiving a commission from the commissioning party or the conclusion of an agreement for cofinancing of the measure. Any follow-on contract must be awarded within three years of the award date of the original contract.

A follow-on contract under 7.3 can be considered only as an alternative to the option in 7.1.

8. Annexes

- Annex A: EU Description of Action
- Annex B: Meta Review Interventions for Sustainable Natural Resource Management in Lesotho 1970-2020 (ReNOKA 2011)