

Global Water Partnership South Africa
Block A, Ground Floor Hatfield Gardens
333 Grosvenor Street
Pretoria South Africa

Date: 7th June 2023

REF: **Bid No: ITB No. T00019/05/2023/NAP**

Dear Sir/Madam,

SUBJECT: REQUEST FOR PROPOSAL (RFP)/BID

DEVELOPMENT OF A RESOURCE MOBILIZATION STRATEGY FOR CLIMATE RESILIENT LOW CARBON DEVELOPMENT IN ZAMBIA: ROADMAP FOR IMPLEMENTATION OF THE NATIONAL ADAPTATION PLAN, ZAMBIA WATER INVESTMENT PROGRAMME AND OTHER PRIORITY SECTORAL PLANS.

Global Water Partnership Southern Africa (GWPSA) NPC, on behalf of the Zambia Water Investment Programme (ZIP) is pleased to invite you to take part in a Request for Proposal (RFP)/BID for the “DEVELOPMENT OF A RESOURCE MOBILIZATION STRATEGY FOR CLIMATE RESILIENT LOW CARBON DEVELOPMENT IN ZAMBIA: ROADMAP FOR IMPLEMENTATION OF THE NATIONAL ADAPTATION PLAN, ZAMBIA WATER INVESTMENT PROGRAMME AND OTHER PRIORITY SECTORAL PLANS” under the below conditions.

This opportunity has been advertised as an open tender process on the GWPSA Website and other water networking platforms and promotes equal opportunities among the research and development community. A quotation based on a fixed price and proposed activity schedule, is requested in the RFP/BID document **REF: Bid No: ITB No. T00019/05/2023/NAP**. The Bidder must submit two proposal documents in either PDF or word in a size that is transferrable via email to the GWPSA contact addressed in this Bid letter, i.e., one Full Technical proposal and one Full Financial proposal.

The deadline for submissions is **7th July 2023 at 12:00 midnight SAST** and it is our intention to award the contract shortly thereafter. The start date is estimated for **3rd Week of July 2023** and is set for a duration of **120 calendar days** spread over **6 months**. Any Bid queries must be raised before **17:00hrs** on **16th June 2023** and should be directed to gwpsaprocurement@gwp.org cc to info.gwpzambia@gwpsaf.org. Bids will be opened electronically and reviewed by **10th July 2023 by the Technical Evaluation Committee**, including representatives from the GWPSA procurement team as well as the country representatives. Bids received after the final date of receipt of tenders will be disregarded. GWPSA may extend the final date for submission of bids for any reason it deems necessary and will notify all bidders in this event.

GWPSA NPC shall, in terms of section 58 of the Botswana Income Tax Act CAP 52:01 (Act) deduct a withholding tax at the default rate of 15% or 10% for residents of South Africa or as per the applicable Double Taxation Avoidance Agreement (DTAA) for any other country. The tax so deducted shall be remitted to the Botswana Unified Revenue Service and the company shall issue the payee/contractor with BURS' tax certificates, which may, depending on the tax laws of the country of residency of the contractor, be used to claim foreign tax credits. For the avoidance of doubt, this withholding tax applies on management or consultancy fees, which is defined in the Act as meaning, 'any amount payable for administrative, managerial, technical or consultative services or any similar

services, whether such services are of a professional nature or not.’ The said term may alternatively be referred to as technical fees in DTAAAs.

GWPSA NPC will levy a mandatory fee for all GWP partnership networks who are engaged in consulting services with the regions. This fee will be applied at a rate of 2% of the total budget under the financial proposal and will be deducted from all invoice payments from the successful bidder. Kindly click on the “apply now” link below to register. [Apply Now - GWP](#)

PROPOSED STANDARD TECHNICAL PROPOSAL EVALUATION CRITERIA

The technical proposal contributes 80% of the total and final evaluation score whereas the financial proposal carries 20% of the weighted score. The Proposal that scores 75% and more will proceed to the financial evaluation stage. This addendum provides a detailed breakdown of how the technical proposals will be evaluated and scored.

	Summary of Technical Proposal Evaluation Forms	Score Weight	Points Obtainable
1.	Expertise of Firm / Organization /Consortia of Individual Experts	30%	30
2.	Proposed Methodology, Approach, and Implementation Plan	40%	40
3.	Management Structure and Key Personnel	30%	30
	TOTAL	100%	100

Technical Proposal Evaluation (FORM 1)		
	Expertise of Firm / Organisation /Consortia of Individual Experts	Points Obtainable
1.1	<ul style="list-style-type: none"> Reputation of organisation and staff credibility, reliability, and industry standing General organisational capability which is likely to affect implementation Financial stability Loose consortium, holding company, or one firm Age/size of the firm Strength of the project management support Project financing capacity Project management control 	10
1.2	<ul style="list-style-type: none"> Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.) Quality assurance procedure, warranty 	10
1.3	Relevance of: <ul style="list-style-type: none"> Specialised knowledge Experience on similar programme/projects Experience on projects in the region Work for major multilateral/bilateral programmes 	
	SUBTOTAL	30

Technical Proposal Evaluation (FORM 2)		
	Proposed Methodology, Approach, and Implementation Plan	Points Obtainable
2.1	<ul style="list-style-type: none"> To what degree does the proposer understand the task Have the important aspects of the task been addressed in sufficient detail? Are the different components of the project adequately weighted relative to one another? Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal? 	15
2.2	<ul style="list-style-type: none"> Is the conceptual framework adopted appropriate for the task? Is the scope of task well defined and does it correspond to the TOR? Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project? 	25
	SUBTOTAL	40

Technical Proposal Evaluation (FORM 3)		
	Management Structure and Key Personnel	Points Obtainable
3.1	Key competencies/qualifications: <ul style="list-style-type: none"> Suitability for the project International experience Experience in the SADC region and in Zambia/ developing country context with regard to the scope of work Experience with international financing institutions, bilateral, and multilateral agencies Knowledge and experience in water resources management and development, water supply, sanitation, and climate finance Experience with gender and social inclusion within an IWRM/resilience context Programme and project management competencies Competencies in stakeholder mapping and coordination Competencies in monitoring and evaluation Language qualification 	30
	SUBTOTAL	30
	TOTAL	100

Bid submissions should be addressed to:

The Manager GWPSA NPC
Ground Floor, Block A Hatfield Gardens
333 Grosvenor Street Hatfield, Pretoria

and emailed to gwpsaprocurement@gwp.org and copied to info.gwpzambia@gwpsaf.org

(Note email submissions should be in batches each less than 10Mb)

The Work will be administered under a standard Consulting Agreement, compliant with the GWPSA NPC Procurement Policy.

We very much look forward to your response and appreciate your participation on this project.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Mark Naidoo", with a long, sweeping underline.

Mr Mark Naidoo

GWPSA Operations



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TERMS OF REFERENCE:

**DEVELOPMENT OF A RESOURCE MOBILIZATION STRATEGY FOR CLIMATE RESILIENT LOW CARBON
DEVELOPMENT IN ZAMBIA:**

**ROADMAP FOR IMPLEMENTATION OF THE NATIONAL ADAPTATION PLAN, ZAMBIA WATER
INVESTMENT PROGRAMME, AND OTHER PRIORITY SECTORAL PLANS**

1. BACKGROUND

The Government of Zambia is currently implementing its 8th National Development Plan (NDP) 2022–2026. The 8NDP was formulated based on four strategic development areas (SDA):

1. Economic transformation and job creation
2. Human and social development
3. Environmental sustainability (including climate resilience)
4. Good governance environment

To support the goals of the 8NDP, the government seeks to develop an overarching resource mobilisation strategy for climate resilience low carbon development in Zambia. This will include support to key priority sectoral plans including the Zambia Water Investment Programme (ZIP) that was launched in July 2022. The government is also preparing the National Adaptation Plan (NAP) aimed at strengthening systems for integrating climate change adaptation into development planning and budgeting processes.

To support implementation of climate resilience development in Zambia and support roadmap for implementation of the ZIP, NAP and other priorities sectoral plans, the Government of Zambia requires the services of a consultant to prepare a resource mobilization strategy and implementation roadmap for the ZIP as well as the NAP. The ZIP and NAP coordination and management approach will be anchored in existing national development coordination arrangements under the Eighth National Development Plan (8NDP) and the existing coordination arrangements for dealing with climate change. However, the Ministry of Water Development and Sanitation (MWDS) will support the ZIP implementation and also collaborate with the Ministry of Environment and Green Economy on the NAP.

1.1. THE ZAMBIA WATER INVESTMENT PROGRAMME

In July 2022, the Government of Zambia launched the Zambia Water Investment Programme to support the aspirations of the 8th NDP. The ZIP is part of the Continental Africa Water Investment Program (AIP) that was adopted during the 34th Ordinary Session of the Assembly of the African Union, African Heads of State and Government as part of the second phase of the Africa Union Development Agency's Programme for Infrastructure Development in Africa Priority Action Plan (PIDA PAP2).



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The goal of the Zambia Water Investment Programme (ZIP) is to transform and improve the investment outlook for water security and sustainable sanitation in Zambia in line with the national aspirations for a prosperous, peaceful, inclusive, and equitable country by 2030. Thus, the main objective of the ZIP is to enhance job creation through gender-sensitive investments in water security, industrialisation, and climate-resilient development.

The ZIP is aligned with the four strategic development areas (SDAs) of the 8NDP (2022-2026). The four SDAs include: a. economic transformation and job creation; b. human and social development; c. environmental sustainability (including climate resilience); and d. good governance environment. The ZIP is about making sure that the SDAs of the 8NDP mentioned above are successfully achieved through ensuring water security. This is mainly through recognising the critical importance of water as an enabler to sustainable socioeconomic development in Zambia.

Accordingly, the ZIP is structured around the following three investment focus areas (IFAs):

1. Water investments to support economic transformation;
2. Resilience building through water investment; and
3. Water and sanitation governance and institutional strengthening.

The ZIP aims to contribute to the creation of about 200,000 formal jobs and 800,000 indirect jobs by 2030 particularly for vulnerable and poor youth, women, and other marginalised groups. This is also expected to benefit at least two million Zambian citizens through economic opportunities generated by the water and sanitation investments under the Programme.

The resource requirement for the successful implementation of the ZIP is estimated at about USD 5.75 billion between 2022 and 2030. It is envisioned that these resources will be mobilised through a diversity of financing arrangements including grants, concessional financing, equity, and other innovative financing mechanisms. Development of a resource mobilization strategy and implementation roadmap is required.

1.2. ZAMBIA NATIONAL ADAPTATION PLAN

Led by the Ministry of Green Economy and Environment, and in collaboration with Ministry of Water and other key sectoral ministries, the Government is developing a National Adaptation Plan (NAP). The purpose of the NAP is to formulate a medium to long term National Adaptation Plan (NAP) aimed at strengthening systems for integrating climate change adaptation into development planning and budgeting processes. The NAP is expected to facilitate the development of prioritized adaptation actions with clear strategies on how these would be financed. By so doing, Zambia would be able to systematically advance the implementation of prioritized adaptation actions, contribute to the Nationally Determined Contribution (NDC) and achieve the climate change goals under the Eighth National Development Plan (8NDP).

The process of developing the Zambia NAP is being undertaken through the Green Economy and Climate Change Department (GECCD) in the Ministry of Green Economy and Environment (MGEE).



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The NAP is about making sure that climate change adaptation is integrated into development planning and budgeting processes the SDAs of the 8NDP (2022-2026) priorities:

2. PURPOSE OF THE ASSIGNMENT

The purpose of the assignment is to develop a resource mobilization strategy (RMS) and implementation roadmap for the Zambia Water Investment Programme (ZIP) as part of an overall strategy for the overarching National Adaptation Plan (NAP). The assignment will produce one holistic RMS and implementation roadmap for the ZIP which will further be synthesised in annexes or supporting documents structured around two parts, these being:

Part 1- RMS for the Zambia National Adaptation Plan (NAP); and

Part 2- RMS and Implementation Roadmap for the Zambia Water Investment Programme (ZIP).

The consultancy will be financed by GRZ in collaboration with the Green Climate Fund and the Community of Water Sector and Climate Change Cooperation.

The development process will include stakeholder consultations and engagements and work processes for both parts in collaboration with the Ministry of Green Economy and Environment (MGEE) and the MWDS.

3. SPECIFIC OBJECTIVES

The specific objectives of the assignment are as follows:

- a) Develop a resource mobilisation strategy and implementation roadmap for the implementation of the ZIP and the Zambia National Adaptation Plan;
- b) Develop a methodology for prioritization of projects/ capacity building and selection of priority interventions from the Zambia Water Investment Programme based on multi-dimensional criteria which includes a focus on poverty reduction, gender equality, social inclusion and economic empowerment;
- c) Develop an innovative resource mobilisation approach that is responsive to the social economic space in Zambia and in line with the current Government position on debt contraction;
- d) Identify and analyse the potential/ available financiers (local and international, their different financing mechanisms, priority areas and requirements; and
- e) Formulate a fund management and disbursement framework (governance framework) that allows for diverse types of water security and sanitation investment projects and adaptation interventions using various financing instruments (e.g. grants, public private partnerships, concessional financing, etc.) and meeting the highest standards of accountability, transparency and any other internationally acceptable fiduciary standards.



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4. SCOPE OF WORK

The scope of work for the assignment will comprise the following key elements:

4.1. PART 1: RMS FOR THE ZAMBIA NAP

- a) Review the priority climate change adaptation actions that are identified by the Zambia NAP for each sector and geographic area.
- b) Develop priority investment areas for the key sectors and geographic areas that are prioritized in the Zambia NAP (if possible costed investment areas).
- c) Establish relationships between the priority investment areas and priority climate change adaptation actions, including associated risks for implementing Zambia's NAP as part of the NDCs.
- d) Prioritize and develop integrated program/project ideas (at least 3 for each sector and geographic area) with the intention of blending funding for capital investments in (socio-economic) development with climate resilience.
- e) Carry out a scoping study on possible and innovative financing options (such as green bonds, blue bonds, public private partnerships, traditional financing, concessional financing, blended finance arrangements, etc) for the proposed investment areas and building on current existing financing initiatives by different cooperating partners.
- f) Review the current financing mechanisms and major financiers for development and for climate resilience in Zambia and identify financing opportunities for the program/project ideas.
- g) Develop a matchmaking between the program/project ideas and potential financing opportunities.
- h) Develop a resource mobilization plan that includes lead organizations for developing concept notes/funding proposals, potential financing options with timelines for the period 2024-2030 having an outlook of 15 years or more beyond 2030.
- i) Develop a capacity development plan for resource mobilization, including capacity for project preparation, from the various sources, strengthening institutional capacities.
- j) Review Zambia's national system and mechanisms for financing climate change actions; and
- k) Develop recommendations for strengthening the existing system for financing climate adaptation in the country.

4.2. PART 2: RMS AND IMPLEMENTATION ROADMAP FOR THE ZAMBIA WATER INVESTMENT PROGRAMME (ZIP)

4.2.1. Enabling Context

- a) Consult with the Zambian water sector and other key stakeholders on their needs and requirements related to the ZIP. Identify needs for capital investment (clustering/categorization/prioritization) and required (government and non-government) support for the identification, development, implementation and evaluation of capital projects. Evaluate the investment clusters against the 61 intervention areas identified in the ZIP.
- b) Develop a methodology (e.g. multi-dimensional criteria evaluation) and process for selection and prioritization of interventions under the ZIP. The interventions include capital and non-capital projects/programs. Identify potential financing sources (including unconventional sources) and



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their specific requirements. Match these financing sources with the clusters and intervention areas. Propose implementing agencies and/or projects based on sectoral needs, national priorities, potential for funding and existing/ongoing activities;

- c) Develop stakeholder map that includes typology of potential financiers including their priorities, terms and conditions, and financing time frames (i.e. time required to reach agreement on financing, duration of funding, payback period where applicable, etc.);
- d) Evaluate the social economic space for water investments taking into account obligations under the IMF programme and the developments related to debt relief; and
- e) Formulate a governance structure for ZIP (objective 2.1.e) that meets the requirements of the various stakeholders (GRZ, CUs, CPs, WARMA, ZESCO etc) and clearly identifies (and limits) the role of GRZ in capital projects.

4.2.2. Implementation Roadmap

- a) Formulate the roadmap for implementation of the ZIP which will include terms of reference (TORs) for the establishment of a delivery mechanisms and coordination arrangement including recommendations on delivery mechanisms to lead overall sector wide coordination and lead implementation of the ZIP with roles and responsibilities of key partners, sector ministries ICPs, Cabinet office, Presidential Delivery Unit (PDU); to ensure the effective ZIP implementation.
- b) Identify and evaluate for ZIP international best practices in portfolio management and make recommendations on the management of a project portfolio under ZIP.
- c) Formulate a resource mobilization plan containing the following elements:
 - Resource mobilization targets;
 - Roles and responsibilities of stakeholders within the water sector coordination framework. If necessary, improvements to the water sector coordination framework can be suggested and roles and responsibilities based on the suggested improvements; and
- d) Formulate a Water and Sanitation Sector Financing Framework which defines the opportunities/possibilities of local, regional, and international potential sources of funding to the fullest extent possible; and Overview of fund management practices by various Cooperating Partners and Financing Institutions and a blended fund management and disbursement framework for operationalizing the strategy. This should also consider traditional and concessional financing sources and build on existing financing initiatives by different cooperating partners and water supply and sanitation utilities.

4.2.3. Financing Sources, M&E and Assignment Management

- a) Develop the potential financing sources pyramid (See Annex 1 of the AIP pyramid) for the RMS and for each of the two RMS parts 1 and 2, clearing out common sources targeting same/overlapping interventions.
- b) Develop a monitoring and evaluation framework for resource mobilization. This should include the elements already contained in the Africa Water Investment Scorecard and linked with existing metrics such as those under the Water Supply and Sanitation Sub-Sector annual benchmarking reports and the Natural Capital Accounting (NCA) for Water Technical Reports. Further, the M & E framework should be linked to disbursement of future funds based on



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performance in order to ensure that funding can be maintained and even increased to interventions/ projects that perform as expected or predicted;

- c) Prepare detailed methodology outlining how the assignment will be undertaken including the tools and approaches for data collection and analysis, and stakeholder engagements;
- d) Facilitate and report on stakeholder engagement/ validations workshops as necessary; and
- e) Consolidate the outputs from Part 1 and Part 2 into a single resource mobilization strategy for climate resilient development in Zambia.

5. DELIVERABLES AND TIMELINES

The main deliverables under this assignment are as follows:

- a) Inception report detailing the methodology, timelines and budget for how the assignment will be undertaken;
- b) The Resource Mobilisation Strategy for the Zambia NAP;
- c) The Resource Mobilisation Strategy and Implementation Roadmap for the Zambia Water Investment Programme;
- d) Policy briefs, technical briefs and other knowledge products related to the assignment as appropriate;
- e) Reports on stakeholder engagements/ validations workshops as necessary; and
- f) Final report consolidating the outputs from Part 1 and Part 2 into a single resource mobilization strategy.

The specific details that should be covered under the main deliverables are outlined below:

5.1. PART 1: RMS for the Zambia

	SPECIFIC DETAIL
1.	Priority investment areas for sectors and geographic areas
2.	Financing opportunities for priority investment areas
3.	Possible and innovative financing options (e.g. green bonds, blue bonds, public-private-partnerships, etc...)
4.	Recommendations for improving the national systems and/or mechanisms for financing climate change adaptation
5.	Resource Mobilization Plan

5.2. PART 2: RMS and implementation roadmap for the Zambia Water Investment Programme

	SPECIFIC DETAIL
<i>Enabling Context</i>	
1.	Needs and requirements related to the ZIP based on consultations with the Zambian Water Sector Stakeholders



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2.	Methodology and process recommendations for selection and prioritization of interventions under the ZIP
3.	Identification of potential financing sources and their specific requirements
4.	Stakeholder map that includes typology of potential financiers
5.	Evaluation of the social economic space for water investments in Zambia
6.	Governance structure for ZIP that meets the requirements of the various stakeholders
<i>Implementation Roadmap</i>	
7.	Roadmap for implementation of the ZIP including TORs for a delivery unit to coordinate and lead implementation its implementation
8.	Report on International Best Practices on Portfolio Management for the ZIP
9.	Resource mobilization plan for the ZIP
10	Water and Sanitation Sector Financing Framework
<i>Monitoring and Evaluation</i>	
11	Monitoring and evaluation framework for resource mobilization

6. DURATION

This assignment is very important and has a lot to pressure. Thus, the consultancy assignment is expected to take around 6 months, to be delivered between July 2023 and December 2023. The Consultant will be expected to remain available for 3 months for follow ups and questions after the end of the assignment.

7. REPORTING AND SUPERVISION

The consultant will report to the Chair of the Joint Task Team comprising among others the following:

- a) Representatives of the Presidential Delivery Unit (PDU)
- b) Director-Public Investment Planning, Ministry of Finance and National Planning
- c) Director – Development Planning, Ministry of Finance and National Planning
- d) Director-Investments and Debt Management, Ministry of Finance and National Planning
- e) Director – Green Economy and Climate Change, Ministry of Green Economy, and Environment
- f) Director of Planning, Green Economy, Ministry of Green Economy, and Environment
- g) Director Planning- Ministry of Water Development and Sanitation
- h) Director -Water Resources Development, Ministry of Water Development and Sanitation
- i) Chair-ICPs for the Water Sector and other representatives of the ICPs as required
- j) Chair-ICPs for Green Economy and Climate Change, and other representatives of the ICPs as required
- k) Representatives of Global Water Partnership (GWP), Africa Water Investment Programme (AIP), Waterworx, and other AIP partners as may be required
- l) Project Manager-National Adaptation Planning Project
- m) Nominated members of Climate Change Technical Committee
- n) And others as may be necessary.



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8. CRITERIA AND POINTS FOR EVALUATION OF THE PROPOSAL (SEE CRITERIA SHEET IN ANNEX)

8.1. EXPERIENCE OF THE CONSULTING FIRM/ CONSORTIA OF INDIVIDUAL EXPERTS (MAX 30 POINTS)

- The consulting firm/consortia of individual experts should have worked on a minimum of two projects related to advisory services on similar analysis and supported their clients in a successful implementation of the recommended plan for the client.
- Relevant experience for the assignment.
- All completed projects should be proven by certificates of good completion.

a) Quality of methodology proposed (max 40 points)

- An approach/ methodology paper that includes the following items:
 - Showing understanding of the terms of reference requirements of the Development of Resource Mobilization Strategy and Implementation Roadmap for the Zambia Water Investment Programme and the National Adaptation Plan
 - Demonstrating suitability of the methodology
 - Work plan: Work and staffing schedule

8.2. QUALIFICATION AND EXPERIENCE OF KEY PERSONNEL PROPOSED (MAX 30 POINTS)

- Qualifications of the key consultants that are responsive to the assignment. Masters level relevant qualifications or higher will be an added advantage
- Relevant experience of the key consultants of not less than 5 years
- Demonstration of competence and skill of the key consultants

9. LANGUAGE

The language for this consultancy assignment (communication and reporting) is English.

10. SUBMISSION OF PROPOSAL

The proposal submissions with accompanying documents should be addressed to:

The Manager
GWPSA NPC
Ground Floor, Block A
Hatfield Gardens
333 Grosvenor Street
Hatfield, Pretoria



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The submission should be made as a package with all documentation written in English through email to the following email addresses:

- a) gwpsaprocmement@gwp.org; and copy to:-
- b) info.gwpzambia@gwpsaf.org

Note: Email submissions should be in batches each less than 10Mb. In addition, only firms are eligible under this call.

Questions can be directed to: mark.naidoo@gwpsaf.org

The Deadline for submissions is **7 July 2023**

The proposal should be a clear response to undertake both Parts 1 and 2 as a single assignment. It should comprise the technical proposal to undertake both Parts 1 and 2 as a single assignment as well as a financial proposal outlining the proposed costs/fees for undertaking the assignment. Minimum accompanying documents should comprise the following:

- a) Compliance with legislation in country of registration;
- b) Declaration of interest;
- c) Company Profile for Consulting Firms/ Consortia of Individual Consultants;
- d) CVs for Individual experts comprising the Consulting Team;
- e) Certificate of Registration or Incorporation of the Firm;
- f) Evidence of having completed similar assignments within a developing country context and at an international level; and
- g) Technical proposal for how the assignments will be undertaken; and
- h) Financial proposal for executing the technical proposal.

Only firms may respond to this call if they meet all the criteria listed in the qualifications and experience section.

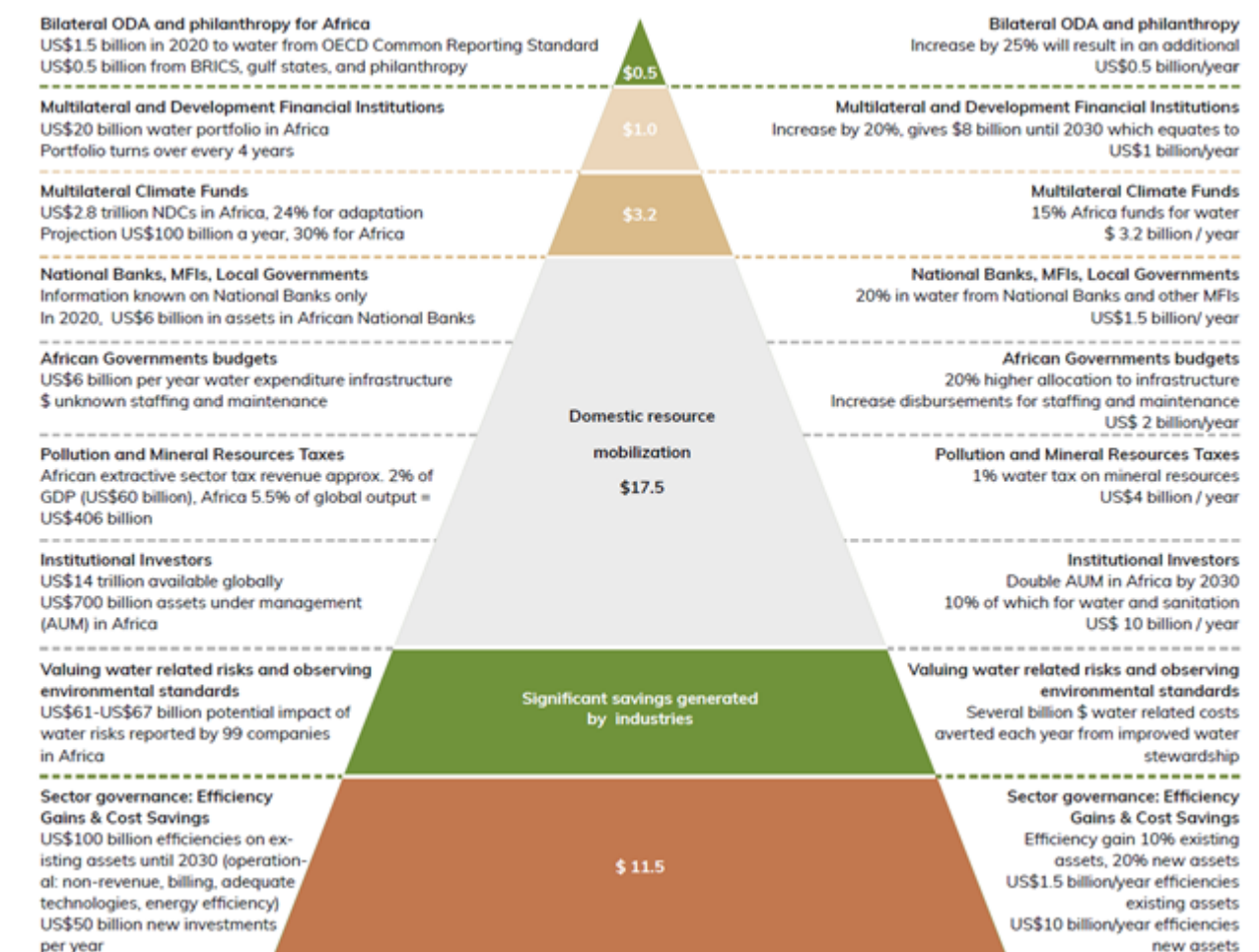
11. ETHICAL AND COMPLIANCE ISSUES

Procuring Entities (including other beneficiaries of funds), as well as bidders and (their subcontractors) under this assignment shall be required to observe the highest standards of ethics during the procurement and execution of the subsequently awarded contract in line with the Zambian, European Union and other international standards as applicable. Bidders will be required to sign a letter committing them to the minimum acceptable ethical behaviour before, during and after the undertaking of this assignment.



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Annex 1: Potential finance sources to close the water investment gap



Source: *Africa's Rising Investment Tide: How to Mobilise US\$30 Billion Annually to Achieve Water Security and Sustainable Sanitation in Africa*, International High-Level Panel on Water Investments for Africa, South Africa, March 2023.