



## TERMS OF REFERENCE

***Supporting effective regional and transboundary linkages:  
Integrated Catchment Management in Lesotho and the SADC  
Region***

*GWP SA support to the Lesotho Integrated Catchment Management  
Programme*

### **GLOBAL WATER PARTNERSHIP SOUTHERN AFRICA**

**Specialist Consultant for Lesotho Investment Climate Analysis & Lesotho Water Security  
Investment Programme Development**

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[www.gwp.org](http://www.gwp.org)

333 Grosvenor Street, Hatfield Gardens, Block A, Pretoria, South Africa

T: +2712 430 2121/7, E: [gwpafrika@gwpsaf.org](mailto:gwpafrika@gwpsaf.org)

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## 1 Background

The objective of this consultancy is to conduct an investment climate analysis in Lesotho which will guide the development of the Lesotho Water Security Investment Programme (LWSIP).

### 1.1 About the Global Water Partnership

The Global Water Partnership Southern Africa (GWP SA) is a multi-stakeholder action network created in 1996 in the region to foster the implementation of integrated water resources management (IWRM): the coordinated development and management of water, land, and related resources in order to maximise economic and social welfare without compromising the sustainability of ecosystems and the environment.

GWP SA secretariat offices are located in Pretoria and for the ICM support to Lesotho there is a regional team serving as the Project Implementation Unit (PIU) supporting a team based in-country. The GWP SA PIU will spearheads the implementation of the project through effective and dynamic liaison with GIZ, SADC, the RBOs as well as the ICM Coordination Unit in the Government of Lesotho. The Administrative and Logistics Officer and Country Project Manager work closely with the ICM Coordination Unit and the GIZ Lesotho teams.

### 1.2 GWP SA support to the Lesotho ICM Programme

The current phase of the “Transboundary Water Management in the SADC region” (SADC TWM) is co-financed by European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ) and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ). This current phase of the regional transboundary programme includes a major component called “Support to Integrated Catchment Management (ICM) in Lesotho” in cooperation with the Government of Lesotho. The Integrated Catchment Management (ICM) approach is an effort to reduce catchment degradation and ensure sustainable water availability to increasing populations under a changing climate. The Lesotho National Strategic Development Plans 2012-2017 and 2018-2023 (NSDPI and NSDPII) address this, and the Government of Lesotho sees the formulation of a National Integrated Catchment Management approach as a priority.

The overall objective of the project is “to ensure that ICM facilitates socio-economic development and adaptation to climate change in Lesotho” with the specific objective that “ICM is institutionalised and under full implementation in Lesotho based on gender equality and climate change adaptation principles”.

The project seeks to achieve five interlinked outputs:

1. An effective and efficient gender sensitive and climate-resilient policy framework for ICM is developed and applied
2. Effective and efficient institutions for ICM are established, with equitable representation of women and youth

3. Capacity, skills and knowledge of public, private sector and civil society for sustainable ICM is facilitated
4. ICM measures and implemented
5. Capacities are strengthened for coordination, monitoring, supervision and general programme management

ICM implementation in Lesotho will include mobilisation and engagement of various stakeholders at regional, national and local level that need to be involved in the process. In order to effectively address catchment degradation, which has a huge impact on water resources, coordinated and joint efforts are needed to strengthen multi-stakeholder partnerships. The Global Water Partnership Southern Africa (GWP SA) is a SADC implementing agency and is supporting the implementation of the ICM programme in Lesotho.

GWP SA contribution to ICM will build on the outcomes of previous and relevant ongoing national and sub-national programmes related to ICM. The project contributes to transboundary water management in the region – as Lesotho is at the headwaters of the Orange-Senqu River Basin. The interventions proposed respond to the implementation of the Orange-Senqu River Commission (ORASECOM) Integrated Water Resources Management (IWRM) Plan and Strategic Action Plan. At the regional SADC level, ICM related interventions will be coordinated closely with the Southern African Development Community (SADC) secretariat and inform relevant regional decisions by the SADC Ministers. Project activities and results in Lesotho will feed into and contribute to implementation of SADC regional policy instruments such as the SADC Industrialisation Strategy, SADC Revised Protocol on Shared Watercourses, SADC Climate Change Adaptation Strategy for the Water Sector, and Gender Action Plan for the Water Sector and priority projects in the SADC Regional Strategic and Action Plan on Integrated Water Resources Management and Development; such as protecting fragile ecosystems, managing water sources, promoting Water-Energy-Food-Ecosystems (WEFE) Nexus and others.

Using its regional and global network, GWP SA will support the project in Lesotho to curate knowledge and lessons on ICM from the SADC region, Africa and internationally and incorporation of such knowledge into activities implemented in Lesotho. GWP SA interventions will ensure that the ICM project in Lesotho inspires a SADC regional-wide adoption of ICM measures. GWP SA supported activities will also ensure that key stakeholders involved in ICM implementation in Lesotho participate and contribute regional knowledge exchange platforms and capacity building.

## 2 Instruction to Tender

### 2.1 Procurement Procedure

This is a selective competitive procurement procedure. Invited and interested bidders will submit a written tender offer and GWP SA will subsequently enter detailed discussions with one or more of the bidders. One supplier only may be awarded the assignment. It is important that all terms and conditions contained in the tender invitation are fully followed.

NOTE: This tender invitation does not obligate GWP SA to contract for the supply of any products or services.

#### 2.1.1 Confirmation of Tender submission

The bidder is requested to confirm as soon as possible (within 15 working days of the date of the tender invitation) whether they are going to submit a tender or not. The confirmation is to be sent to [gwpsaprourement@gwp.org](mailto:gwpsaprourement@gwp.org). Failure to confirm within this date may disqualify the bidder for consideration of its subsequent tender submission.

### 2.2 Content of Tender Offers

Bidders should offer services for the complete assignment as defined in Section 4. Please note that each requirement in the specification is to be addressed separately, with clear reference to the requirements. For evaluation purposes, the tender offer should follow the same disposition as the Specification of Requirements. The offer will include:

- Technical Proposal
- Financial (Commercial) Proposal

All costs must be included in the tender offer. The costs are to be specified in EURO including specified VAT, in the manner set out in the specification.

The bidder is welcome to enclose brochures and other printed information, although the comments in the offer to the tender requirements should be listed as specified without relying on information in enclosures or elsewhere. Please also take note of the evaluation criteria described below.

### 2.3 Submission of Tender Offers

The tender offer shall be:

- submitted in English to [koetlisi.koetlisi@gwpsaf.org](mailto:koetlisi.koetlisi@gwpsaf.org) and [mathabile.ramalia@gwpsaf.org](mailto:mathabile.ramalia@gwpsaf.org) with copy to [julienne.ndjiki@gwpsaf.org](mailto:julienne.ndjiki@gwpsaf.org) no later than 22 January 2021.
- complete with all relevant company names, address, contact persons and e-mail address, VAT-number (or other relevant tax registration number) as applicable
- signed by authorised representative of the bidder
- considered as confidential
- specifying an e-mail address of the supplier to which potential clarifications may be sent

By submitting a tender, the bidder confirms that the company:

- is registered in the professional and trade registers in the country where the supplier is based (certificate may be requested by GWP SA)
- has not been convicted of any criminal offence and is, if requested, able to produce an extract from a legal register, or in the absence of such a register, a certificate issued by an authorized legal or administrative authority in the country of origin or in the country where the supplier is based, as means of proof
- is not in debt with either the tax authority or the enforcement service regarding the payment of any required taxes and/or social security contributions (certificate(s) may be requested by the Buyer where appropriate). VAT-number, if any, should be stated.
- is, if requested, able to present adequate papers proving that they have not been convicted of any crime concerning the exercising of a profession, been the subject of a legal verdict or been found guilty of gross misconduct whilst providing a professional service
- is not bankrupt or currently the subject of bankruptcy proceeding, compulsory liquidation, compulsory management arrangement or accord. The bidder also confirms that they have not cancelled payments or been made the subject of a trading ban or any other similar arrangement.

The bidder also confirms that the company has the financial capacity, as well as the technical, quality assurance, research and development capacities and abilities for the assignment/fulfilment of the bidder's contractual obligations.

Certificates and other proof as stated above may be requested by the GWP SA where appropriate. Note that certificates should only be supplied upon separate request from GWP SA. Bidders failing to produce proof if requested by GWP SA will be disqualified.

To verify that the exclusion and qualification criteria are fulfilled, GWP SA may acquire information from a credit-reporting bureau.

### 2.3.1 Closing date for the submission of Tender

Final date for receipt of tenders is 22 January 2021. GWP SA may extend the final date for submission of tenders for any reason including requests from invited bidders to do so. Tenders received after the closing date will be disregarded.

### 2.3.2 Costs of Tender

Costs for the preparation of tenders will not be reimbursed.

### 2.3.3 Period of Validity of Tender

The offer outlined in the tender is to be valid for a minimum period of 90 calendar days after the closing date. If necessary, GWP SA may ask for the bidder's agreement to an extension of the period of validity (preferably in writing).

### 2.3.4 Withdrawal of Tender

A bidder may withdraw its tender at any time prior to the closing date, if notice of the withdrawal is received by GWP SA prior to the closing date. Notice of withdrawal is to be signed by an authorized representative and sent to [gwp procurement@gwp.org](mailto:gwp procurement@gwp.org).

### 2.3.5 Opening of Tenders

GWP SA will open the tenders at its office on the day following the closing date. Bidders will not be allowed to participate in the opening of the tenders. The names of the tenders will be kept confidential until the contract with the successful bidder has been signed.

### 2.3.6 Communications during the procurement process

If the bidder has any questions regarding the invitation to tender, please contact GWP SA via email [Koetlisi.koetlisi@gwpsaf.org](mailto:Koetlisi.koetlisi@gwpsaf.org). GWP SA will respond via email to any request for clarification of the tender invitation that it receives prior to the closing date of the tender. GWP's response to all questions (including an explanation of the query but without identifying the source of enquiry) will be sent to all bidders.

## 2.4 Tender Evaluation

### 2.4.1 Exclusion and qualification criteria

GWP SA will examine the tenders to determine whether they are complete, the documents have been properly signed, and the requirements have been addressed. A tender may be rejected if the tender is incomplete, not signed or fails to address the requirements.



### 2.4.2 Evaluation criteria

The second stage consists of an evaluation of the tenders according to the evaluation criteria listed below.

<b>Evaluation Criteria</b>	<b>Relative weighting</b>
Ability and capacity to meet the requirements for the Technical Proposal	60%
Financial (commercial proposal)	30%
Previous proven experience	10%

GWP SA may in writing ask any bidder for clarification of any part of its proposal to assist in the examination and evaluation. GWP SA may also invite any number of bidders to present or otherwise confirm the services, or parts thereof, followed by a question and answer session. The presentation will be held by videoconference/internet.

### 2.4.3 Award of assignment

GWP SA will enter detailed discussions with the bidder rated as having submitted the most advantageous bid to arrive at a contract for the assignment. If such discussions are unsuccessful, GWP SA may invite the second rated bidder for discussions.

Please note that GWP SA is not bound to select any of the tender offers submitted.

## 3 Terms of Reference- Lesotho Investment Climate Analysis and Lesotho Water Security Investment Programme Development

### 3.1 Overview

A conducive business climate (including ease of doing business, governance aspects and the absence of red tape) is a key enabling factor for investments, entrepreneurial activities, growth and employment creation. The ICM programme through its five interlinked outputs aims at establishing integrated water resource management in the country, effectively harvesting the potential of the water sector (important sector contributing to the national GDP) as an enabler for economic growth and a driver for improved livelihoods. To ensure the financial sustainability of the sector as well as the ICM programme, GWP SA is supporting the GIZ in assessing the Lesotho Investment climate with the objective to establish a Lesotho Water Security Investment Programme which will ensure the sustainability of the Integrated Catchment Management Programme. As a first building block, the consultancy will therefore undertake a profiling of Lesotho's investment climate i.e. the policy, capacity, and institutions, and the linkages between these aspects and the investments and/or economic performance of the country, with a focus on all aspects related to integrated water resource management (i.e. water, land resource management and development). This analysis will then inform the identification of potential financing mechanisms for a prioritized list of ICM projects and their corresponding financing mechanisms (i.e. the Lesotho Water Security Investment Programme), developed in consultation with and driven by the mandated investment planning stakeholder in Lesotho.

The aim of conducting an Investment Climate Analysis is to establish the baseline of the political, regulatory and institutional issues in the country that can enable or hinder finance mobilisation and or cooperation with private sector for implementation of water security initiatives. The analysis will also focus on identifying barriers and bottlenecks to water security investments. An advisory on the interventions and key policy recommendations to unlock these barriers and bottlenecks to enhance the investment landscape is also a key deliverable of the consultancy. The proposed interventions and recommendations are expected to be informed by empirical evidence and experiences from the region and beyond. The Investment Climate Analysis will then inform the development of the Lesotho Water Security Investment Program, which will focus on the identification of opportunities (pipeline of priority ICM projects) that the country can unlock and attract investment to, with the aim of providing a long term investment promotion strategy that the government of Lesotho can implement to sustain its ICM programme beyond the current support from international development partners.

## 3.2 Objective of the assignment

The two main objectives of the consultancy are therefore to:

- a. Conduct Lesotho Investment Climate Analysis: to assess and describe the investment climate in Lesotho, including characterizing the critical elements of the enabling environment for different kinds of financing mechanism, for the identification of opportunities for financing ICM investments.
- b. Develop Lesotho Water Security Investment Program: to develop a Lesotho Water Security Investment Program consisting of a pipeline of priority ICM projects and the corresponding potential financing mechanisms, including the plan of action for accessing project finances.

## 4 Approach and outputs of the consultancy

### 4.1 Consultancy Approach

The approach to developing the Lesotho Water Security Investment Program will adopt two phases (to be addressed in sequence), namely a planning and implementation phase. Within each of these phases will be project stages. The continuation to Phase 2 will be dependent on the satisfactory delivery of Phase 1 deliverables. Descriptions of each of the project stages are outlined below.

#### 1. Phase 1: Planning

**Stage 1: Project inception** - Definition and agreement on the scope of work, proposed methodology and project timelines for the consultancy.

**Stage 2: Investment climate scoping** – Analysis and broad characterisation of the current investments landscape in Lesotho – to identify and characterise investment flows into Lesotho and the factors driving or limiting these investments.

**Stage 3: Investment Climate Analysis for ICM projects** - Review of the enabling environment in Lesotho and different financing mechanism for investments into IWRM/ICM – to identify the critical elements of the enabling environment for different kinds of financing mechanism and identify opportunities specific to financing IWRM/ICM investments.

**Stage 4: Design** - Development of a replicable framework for developing a pipeline of projects for an Investment Plan that addresses very specific predetermined developmental objectives for sustaining ICM and enhance water and natural resource security, i.e. design of the methodological framework for generating a landscape investment plan

#### 2. Phase 2: Implementation

**Stage 5: Deployment of design** – Application of the framework to Lesotho, which will include: engaging Lesotho stakeholders to define specific objectives of a Water Security Investment plan; identifying and developing ICM project blueprints that respond to these objectives, i.e. projects that foster Integrated Catchment Management in Lesotho and that are attractive for investment under different financing mechanisms; and developing a strategy for tapping into these opportunities.

**Stage 6: Validation of outputs** – Pitching potential projects to investors, including assessment and potential engagement of investors to evaluate project pipeline attractiveness and gauge interest, with a particular emphasis on a shortlist of investments that enhance water security, enhance livelihoods and build climate resilience. This will also include evaluation of opportunities for accessing different financing mechanisms into the investment projects proposed, and providing specific, actionable recommendations for any identified opportunities.

**Stage 7: Reporting and dissemination of project outcomes** - Refining the investment program development framework, i.e. refining the methodology and approach on the basis of the experiences from Stages 3 to 6, with the view of deploying the approach for replication to other Member States of the SADC region.

## 4.2 Scope of Work and Deliverables

The detailed scope of work and deliverables for each of the Phases and stages is as below:

### 4.2.1 Phase 1: Planning

Phase I will be a combination of a desktop review of relevant international and regional practices as well as of resources on the Lesotho investment climate, a literature synthesis and extensive consultations with relevant stakeholders. Through this, a comprehensive analysis of investment climate will be made: the institutional and investment policy/legal context and incentive frameworks as enablers for attracting investments, and the opportunities for investment. This will be contrasted with “best practices” models that have worked elsewhere for enabling access to project financing, to inform recommendations for action.

#### 4.2.1.1 Project Inception Stage Objective

To define and agree on the scope of work, proposed methodology and project timelines for the consultancy.

Required dimensions to address:

- Defining the process for the consultation with GWP SA, ICU, GIZ and key stakeholders on the concepts and plan for the execution of the assignment.

- A rapid desktop study to identify existing information relevant to investment climate mapping and investment planning.
- A literature review of information relevant to investment climate mapping and investment planning. The literature review will also lay out the methodologies for investment planning, citing regional and international examples, including the value proposition of investment planning for Integrated Catchment Management.
- A proposed clear workplan with timelines, activities, and modalities to execute the assignment – including an initial list of stakeholders to be consulted.
- An outline on the potential risks involved in delivering on the assignment, and possible mitigation measures that can be implemented.

**Inception stage deliverable:** Project inception report

#### *4.2.1.2 Investment climate scoping stage objective*

To identify and characterise investment flows into Lesotho and the factors driving these investments

**Required dimensions to address:**

Developing or adapting an Investment Climate survey tool and applying it to the Lesotho context to make a determination of the investment climate. This may involve reviewing and adapting tools from entities like the IFC, OECD or World Bank. The assessment should include the following steps:

- An initial high level, broad characterization of the enabling environment for investment, the identification of any gaps and bottlenecks, and investor perception on the risks associated with investing in Lesotho, and any lessons that may be drawn from investment flow variations between different sectors (assuming a preference by investors for certain sectors emerges).
- Characterisation of the current investor mix, the extent of investment flows into Lesotho and the project pipeline
- Characterization of potential financiers (public, national financial institutions and/or mechanisms, regional finance institutions, bilateral development agencies, multilateral development agencies, banks and funds; private investors, capital markets etc.) based on type of projects, interests (history of investments, conditionalities, rigor and ease of access (etc.) and their risk profiles.
- Analysis of existing financing mechanism and the capacity of Lesotho for investment absorption

**Investment climate scoping stage deliverable:** Draft Lesotho Investment Climate Analysis report

#### 4.2.1.3 *Investment Climate Analysis for ICM projects stage objective*

To identify the critical factors that are key to enhancing the investment environment for projects that will foster the implementation of Integrated Water Resources Management/Integrated Catchment Management (IWRM/ICM) for enhanced water security, and will inform the design and development of a Water Security Investment Plan with a particular focus on the investment climate, the role of the private sector and viable financing mechanisms. The aim is to provide an understanding of the current and potential financial flows into water security investments, and the financing mechanisms to target in subsequent investment plans. This will require an analysis of sector and sub-sectors that contribute to water security through IWRM/ICM; after unpacking ICM and identifying the key sectors. A preliminary listing (not exhaustive) of these subsectors include:

- Integrated Catchment Management
- Water resource management
- Water resources development
- Water services/ water supply/sanitation/waste/ pollution control
- Water Energy/food security nexus (including economic activities linked to water)
- Climate change adaptation and resilience
- Disaster and risk mitigation and resilience

#### **Required dimensions to address:**

- Identification of institutional role players and other stakeholder for ICM investment planning in Lesotho
- Characterization of the regulatory and policy framework governing investments into water and land resources, including unpacking the non-technical, contextual factors linked to the political economy.
- Identification of the critical success factors for enhancing the investment opportunities for water and related sectors, outlining the measures needed to enhance the investment climate, and a strategic approach to implementing these measures (plan of needed reforms and interventions). Some of the aspects to be interrogated include:
  - Investor characteristics: what are the profiles of the top investors into Lesotho and who else is in the investor mix? Where do these investors' interests lie?
  - What are the risk factors for the identified investors, i.e. what are the difficulties and risks associated?
  - What kind of models of financing are in use, and what are the relative contribution of different financing mechanisms to water and related sectors.

- Where are the funding gaps and why?
  - What are the availability levels of critical skills, infrastructure and technologies that minimize the risks around potential investment?
  - What is the potential for private sector in contributing to the sustainability of ICM or the water sector? What is the potential to develop private sector opportunities as service provider (i.e. PPPs)? Are there opportunities for blended financing mechanisms?
  - What are the strategic sectors/subsectors or niches within IWRM/ICM to prioritise for investment promotion in Lesotho, and what are the respective promotion strategies per subsector or niche;
  - What are the bottlenecks associated with investments throughout the project development cycle (early project preparation, project preparation, access to financing, transaction management, and project implementation)?
  - What have been the viable financing mechanisms for IWRM projects so far, and which additional or new financial mechanisms have potential but remain untapped? What have been the constraints to tapping into these mechanisms?
  - What are the planned projects (A project pipeline listing planned and ongoing investments - including projects at the ideas/conceptualisation stage, at early project preparation stage, or that are awaiting financing)?
- Development of a strategy for enhancing the investment climate for ICM projects in Lesotho - based on the findings of the investment climate analysis, define the elements of a long term investment promotion strategy, highlighting measures to surmount constraints and bottlenecks and to enhance Lesotho's capacities for attracting investment enabling the sustainability of ICM . This should include:
    - Recommendations about investment attraction methods and investment climate policies and reforms for the strategic financing mechanisms identified from the analysis
    - Recommendations on strategies that can be used to generate a change in negative perceptions of investors in order to attract investment flows, informed by empirical evidence from regional and international best practices;
    - Recommendations of capacities that need to be built into the mandated investment planning institutions for them to be better able to tap into investment opportunities for ICM/IWRM
    - A database of the critical investors (per ICM/IWRM subsector or niche) that should be targeted for a Water security investment programme

- The institutional role players that would need to drive the development and implementation of a Lesotho Water Security Investment programme
- A list of potential events/fora that Lesotho should target to learn or showcase investment attractiveness.

**Investment Climate Analysis for ICM projects stage deliverable:** Investment climate analysis report; Strategy for enhancing the investment climate for ICM projects; ICM Project Pipeline

#### 4.2.1.4 Design Stage

Objective: Development of a replicable framework for developing a pipeline of projects for an Investment Plan that addresses very specific predetermined developmental objectives for sustaining ICM in Lesotho.

**Required dimensions to address:**

- Development of a framework and process flow for exploring the potential mechanisms for investments that respond to predetermined developmental objectives that foster ICM, as informed by stakeholder consultations. Where appropriate, the consultant will draw from similar investment planning models and approaches to conceptualizing and developing bankable project pipelines (e.g. by development finance institutions, impact investors, etc.). Particular consideration should be given to the applicability of the framework in low-investment landscapes.
- Define the constitution of institution(s) role players or experts that:
  - Have mandate to drive the process of developing the Lesotho Water Security Investment Programme and to oversee its implementation in Lesotho
  - Should constitute a ‘Technical Working Group’ to provide expertise and serve as a technical reference group providing targeted guidance and inputs to the process at different stages, as needed.
- A clear implementation plan for the development of a Lesotho Water Security Investment Programme, including timelines and key milestones.

**Design stage deliverable:** Report with clear methodology and implementation plan for the development of a Lesotho water Security Investment Programme.

## 4.2.2 Phase 2: Implementation

### 4.2.2.1 Deployment of Design Stage Outputs

Objective: To apply the Investment Programme planning methodology/framework to Lesotho, engaging with Lesotho stakeholder to identify and develop ICM project blueprints that respond to specific objectives for fostering ICM implementation, and identifying the appropriate financing mechanism for them.



This step applies the design framework and largely involves developing and executing consultation workshops with key stakeholders (including targeted investors) where the framework is applied to elicit project ideas and interrogate their viability. This includes the following steps:

- Define specific objectives that the LWSIP will address to foster ICM and enhanced water and ecosystems security, i.e. define the scope of the Lesotho Water Security Investment Programme
- Define top-line priorities and identify strategic projects, narrowing down to a well-defined short list of potentially viable projects that respond to the defined ICM objectives
- Describe the financing requirements for each of the prioritised projects and map this against potential funding mechanisms as informed by the Lesotho Investment Climate Analysis in Phase 1.
- Develop project concepts and consults with Technical Reference group experts on viability (Given the potential variability in proposed project ideas, the consultant is expected work closely with, and complement the expertise of its internal team members with targeted short-term technical inputs from a Lesotho stakeholder Technical Working group specifically constituted from relevant Lesotho public and private sector to support this work e.g. consisting of water (ICM/IWRM) specialists; project incubation specialists; public and private finance specialists including conservation finance specialists, energy specialist, agricultural specialist; etc., and others to assist with stakeholder identification, blueprint development, early-stage project definition and potential investor outreach).
- Develop a timeline and strategy for investor engagement – to identify potential investors for each project, and evaluate levels of interest, including articulating the institutional' role-players who would need to drive and/or support the process of unlocking project financing for specific projects, as informed by an investment climate analysis undertaken in Phase 1.

**Deployment of design Stage deliverable:** 1<sup>st</sup> draft of Lesotho Water Security Investment Programme

#### 4.2.2.2 *Validation of outputs stage objectives*

Objective: To pitch potential projects to investors and evaluate interest

This step will include assessment and potential engagement of investors to evaluate project pipeline attractiveness and gauge interest, with a particular emphasis on a shortlist of IWRM/ICM investments that enhance water security, enhance livelihoods and build climate resilience. It will also include evaluation of opportunities for accessing different financing mechanisms into the investment projects proposed, and providing specific, actionable

recommendations for a pre-feasibility for any identified opportunities, and this should be captured in an investor engagement strategy that includes a strategy for engagement at investor conferences and/or funders' roundtables.

**Validation of outputs stage deliverable:** Lesotho Water Security Investment Program final report (includes prioritised pipeline of projects mapped against financing mechanism, and strategy for funder engagement)

#### 4.2.2.3 Reporting and dissemination stage objective -

Objective: to refine the methodology and approach for Water Security Investment Planning on the basis of the experiences from Stages 3 to 6 and update the methodological framework on the basis of the experiences during implantation and validation

**Reporting and dissemination stage deliverable:** Best practices framework for ICM investment planning, i.e. updated investment planning methodology report

### 4.3 Tasks Deliverable and Schedule

	Deliverable	Milestone activity	Tentative Deadlines (To be adjusted if necessary)
1	Inception report with workplan	Kick off calls with core team, outline planning aims and approach in inception report and workplan	15 February 2021
2	Draft Investment climate assessment report	Develop or adapt investment climate survey tool	15 March 2021
3	Final Investment Climate assessment report; Strategy for enhancing the investment climate for ICM Projects; ICM Project Pipeline	Presentation of Investment Climate report to GWP SA, ICU and GIZ; Presentation of strategy to enhance the investment climate for ICM projects; ICM Project Pipeline	25 April 2021
4	Implementation plan for development of a Lesotho Water Security Investment Programme	Development of a replicable framework for Investment Planning	25 May 2021
5	1 <sup>st</sup> draft of Lesotho Water Security Investment Programme	Consensus on LWSIP objectives, scope and prioritized project pipeline	25 August 2021

6	Final draft of Lesotho Water Security Investment Programme; with Funder Engagement Strategy	Validation of Lesotho Water Investment Security program by stakeholders; Validation of funder engagement strategy	15 November 2021
7	Best practices framework for ICM Investment planning	Refinement of methodological approach for Investment planning for ICM based on project delivery experiences	15 November 2021
8	Database of all stakeholders consulted (at least containing information about Institutions, their roles, focal persons and contact addresses), the tools for consultation and evidence of validation of outputs		15 November 2021
9	Hard and/soft copies of materials/documents reviewed during the consultancy process		15 November 2021

#### 4.4 Consultancy requirements

The consultancy assignment defined in this TOR requires a high level technical/professional expertise. Interested bidders (consultancy firms or consortium of organizations) are required to meet the following requirements:

- A team of experts with advanced academic degrees (postgraduate) in disciplines relevant to the assignment is required. Please provide the academic background of each assigned expert who will constitute the agency profile submitted together with the technical proposal.
- Demonstrated expertise and experience in research preferably at the international and pan-African level using mix methods (quantitative-qualitative) in fields relevant to the assignment.
- 10 years of professional experience in the water, natural resources, rural development, agricultural or related sectors, with specific experience in the area of Integrated Water Resources Management (IWRM) and/or Integrated Catchment Management (ICM);
- Regional experience: 10 years of experience in Southern Africa, knowledge and understanding of the Lesotho context is an advantage
- Language: very good language skills in English and report writing

- A comprehensive analysis will require the successful candidate to work in close consultation with the Lesotho government, external stakeholders and to have prior knowledge of potential investor interest in the region.
- Candidates who have some knowledge of the investment landscape for IWRM-related sectors as well as financing mechanisms and investment climate will have a distinct advantage
- Previous experience working in Lesotho and/or with key stakeholders will be a distinct advantage
- Working experience in the target country and/or region with established networks. In-country presence/networks would be highly desirable given the time frame of the assignment and the travel restrictions in the COVID-19 context.
- Excellent analytical and report writing skills.
- Videoconference connectivity and facilitation skills to engage in online meetings and workshops.

#### 4.5 Remuneration Modalities

The payment will be made by GWPSA NPC to the account specified by the Consultant, upon validation of the work required.

The remuneration under the contract for this consultancy service will be subject to a Withholding Tax deduction at the default rate of 15% or as per the applicable Double Taxation Avoidance Agreement (DTAA) for any other country as required by the laws of Botswana where the GWPSA NPC is registered.