



Call for Proposal

for the project

Capacity Support for Institutions of the SADC Water Sector

Status: 22 November 2017

Timeframe: February 2018 – July 2019

Financed by:

Transboundary Water Management in SADC Programme

Project Number: 15.2076.6-002.00

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

On behalf of German Federal Ministry for Economic Cooperation and Development (BMZ) with co-financing from the UK Department for International Development (DFID)

Gaborone, Botswana





1. Introduction

The joint SADC-GIZ Transboundary Water Management in SADC Programme (TWM) is inviting non-profit/public benefits organisations to submit project proposals to support the capacity of selected institutions in the SADC water sector. The project aims to achieve the following objective:

Institutions of the SADC Water Sector are strengthened to fulfil their extended mandate effectively and efficiently.

Proposals can be submitted up to an overall financial volume of EUR 200,000. Further details on the project, the documents that should be submitted and the budget can be found below.

1.1. Background

Southern Africa has roughly 2,300 km³ of renewable water resources available per year; however, they are unevenly distributed across its arid and tropical zones. Transboundary rivers account for about 70%; the remaining volume comes from lakes and groundwater sources. A large percentage of annual water resources are used in irrigation agriculture. Industry ranks second and its consumption is increasing.

According to United Nations figures from 2012, only 62% of the population in the Southern African Development Community (SADC) have access to safe drinking water and only 39% have access to hygienic sanitation facilities. The effects of climate change are increasing difficulties to effectively manage these scarce and unevenly distributed water resources. Upgrading water infrastructure, especially dams to store and regulate the water supply, is of particular importance. SADC member states (MS) have agreed on the principles of joint integrated water resources management (IWRM) and set them out in international conventions and regional protocols. Numerous policies, plans and strategies on the subject have been developed. However, the implementation of the agreed policy approaches and strategies on transboundary cooperation in the water sector is still inadequate.

The SADC Member States have signed the Revised SADC Protocol on Shared Watercourses in 2000. The Protocol provides the overarching legal cooperation framework for transboundary water cooperation in the SADC Region. In addition, through the Regional Strategic Action Plan on Integrated Water Resources Development and Management (RSAP), the SADC Member States have been working to implement the Protocol.

To strengthen implementation of the regional strategies, GIZ has been commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ) with co-financing by the United Kingdom Department for International Development (DFID) to implement the Transboundary Water Management in SADC programme. The programme aims to achieve the following module objective: “implementation of selected harmonised strategies and policies on transboundary water cooperation is improved”.

1.2. Rationale

Since the signing of the Revised SADC Protocol on Shared Watercourses in 2000, almost all riparian states sharing transboundary watercourses in the SADC region have entered into international agreements on the joint development and management of their water resources. Shared Watercourse Institutions, such as River Basin Organisations, many with permanent Secretariats, have been established in most basins.

The SADC Secretariat, acknowledging the growing capacities of RBOs, is guided by the “principle of subsidiarity”, shifting the coordination and implementation to the most suitable, and often the basin level.

However, in many sector organisations, responsibilities are shifting; from a purely facilitating role allowing joint planning and the development of comprehensive legal and institutional frameworks to actually planning, preparing and implementing basin-wide initiatives. This includes administering large ICP-funded projects (e.g. GEF, EU, AfDB etc.) as well as preparing large-scale cross-border water transfer schemes. Equally, the thematic focus has widened, increasingly including additional considerations such as adaptation to climate change, the



Water-Food-Energy Security Nexus, Gender Mainstreaming as well as increasing synergies between the agricultural and water sectors etc.

This significant evolution has stretched the institutionalised water sector, i.e. the SADC Secretariat, River Basin Organisations and their Secretariats as well as Member State institutions, to its limits, both financially and in terms of available human resources.

There is a need for increasing capacities of the water sector institutions. In particular River Basin Organisations and their Secretariats require additional human and technical capacities to fulfil their growing functions as delegated to them by Member States. Therefore, more effective and most importantly more efficient implementation modalities are necessary.

In the regional debate, the possibility of establishing “shared services centres” for RBOs as a means to increase capacities is regularly discussed. Such centre can bundle necessary skills and capacities (both technical and administrative/financial) and provide those targeted functions to Secretariats against a fee. However, there is need to validate the hypothesis that certain services can be effectively and particularly more efficiently provided by a dedicated body.

While in the medium- and long-term, the required, additional capacities have to be planned for and financed through Member State contributions (e.g. through a shared services centre), most institutions require short-term capacity support.

The joint SADC-GIZ Transboundary Water Management in SADC Programme (TWM) therefore plans to implement the project “**Capacity Support for Institutions of the SADC Water Sector**”. The project aims to provide technical expertise to support RBOs and their Secretariats to overcome capacity constraints in the short-term while testing the “bundling” of services in a dedicated body.

2. Project

The project

- *should support in a flexible way the capacities of River Basin Organisations and their Secretariats through technical advice for strategy and concept development and technical backstopping;*
- *test whether certain services can be effectively and efficiently provided by a dedicated, external body (shared services centre).*

The project should be implemented by a well-recognised and highly capable non-profit institution from the regional water sector (implementing agent).

The capacity support under this project should target all River Basin Organisations in the SADC region (i.e. CUVCOM, BUPUSA, OKACOM, ORASECOM and ZAMCOM. Additional capacity support should target the SADC Secretariat – Water Division.

The project aims to support the targeted institutions in the following technical fields of expertise. These areas were identified in a rapid needs assessment. When changes to the list below become necessary, they should be discussed and agreed in the Project Management Committee.

- Infrastructure Development (transboundary/cross-border)
- River Basin Development and Management
- Institutional Development / Strategy Development
- Disaster Risk Reduction, Flood Risk Management
- Climate Change Adaptation
- Groundwater Management and Hydrology
- Gender Mainstreaming



The implementing agent should arrange that the targeted institutions are being advised according to their needs, fast and flexible. The recipient must suggest a formal procedure how to cooperate with the RBOs.

The following principles of support under this project apply:

- Advisory services under this project must not comprise of whole management or implementation processes. Support under this project can only be sought for short-term expert and advisory services.
- Therefore, the services provided under this project must not replace those services and for which specific experts need to be recruited to implement specific projects.
- The project must arrange the requested expert and advisory services (if eligible) within a short period of time. Standard procedures for providing services should be defined by the implementing agent and agreed in the PMC.
- Eligibility criteria for service requests will be defined by the implementing agent (and agreed in the Project Management Committee) in accordance with the provisions in this project description. Eligibility criteria should amongst others include the length of the assignment and the scope/type of services requested.

The project should be steered by a Project Management Committee (PMC). The Committee should consist of representatives of the main stakeholders. The Committee serves as the discussion and decision-making forum between financier and the implementing agent. The Committee will provide advice to the implementing agent and guide the implementation of the project. In addition, the Committee should regularly review the feasibility of this project and decide on amendments (incl. early termination of the project) if they become necessary. The PMC should meet bi-annually (every six months).

The project timeframe will be between January 2018 and July 2019.

In case of a decision to terminate the project early, all costs incurred to the implementing agent so far will be covered by GIZ.



3. Selection of Implementing Agent

The financial contribution will be granted to a well-recognised and highly capable institution from within the regional water sector. The selection follows a call for proposals. The SADC Secretariat and GIZ welcome proposals from any suitable institution (proponent) from the regional water sector. The selected institution will then enter into a grant/financing agreement with GIZ. For the purpose of selecting an institution, the SADC Secretariat and GIZ will form a Proposal Selection Committee.

The process for selection will follow the steps defined hereinafter:

1. Call for Proposals: Interested and suitable institutions are invited to submit a proposal, following a Call for Proposals. Submitted proposals must include a

- Profile of the proponent (responding to the criteria defined this Project Description);
- Budget (based on the provision in this Project Description);
- Project Concept: The proponent should describe their understanding of the project including a description of how the project will be implemented in the view of the proponent;
- Supporting documents described below.

2. Screening of Proposals for Eligibility: All proposals submitted will be screened by the Proposal Selection Committee for their basic eligibility.

3. Selection of Eligible Proposals: From all eligible proposals, the members of the selection committee will evaluate the technical proposals. All proposals will receive a score against the selection criteria defined below. The proponent that has submitted the highest-ranked proposal will be granted a financial contribution in order to implement the suggested project.

4. Grant/Financing Agreement: The selected implementing agent will enter into grant/financing agreement with GIZ. The selected implementing agent and GIZ will agree on a final project description (Terms of Reference for the Project) based on the proposal submitted and a final budget to ensure full feasibility to implement the project.

In order to qualify to receiving a grant/financing from GIZ, a due diligence and commercial suitability assessment will be carried out by GIZ. The signing of any grant/financing agreement is dependent on a successful due diligence and commercial suitability assessment.

No compensation for project proposal writing will be paid to unsuccessful institutions.

3.1. Basic Eligibility Criteria for the Implementing Agent

Each proponent submitting a proposal will be screen for its basic eligibility. Evidence must be provided for each criterion. The eligibility criteria are as follows:

Legal form of the institution/organisation:

- Evidence of legal form and registration in accordance with the legal provisions that apply in the country in which the institution/organisation is based. Please attach extracts from the appropriate register.
- Formation documents showing the location of the institution/organisation's registered office and the year of formation (if not shown in the register entry)
- Tax number or other forms of substantiating documentation generally required in the country.



Public-benefit / not-for profit status:

- Articles of association and register entry or similar indicating a recognised status of public-benefit / not-for-profit organisation.

Regional base of operation:

- Base of operations (permanent office of the organisation within the SADC region).

3.2. Selection Criteria for the Implementing Agent

Proposals of all project proponents found to be eligible will be evaluated and scored against the following criteria. Each criterion has a pre-defined weight. Annex 1 contains the evaluation matrix used to evaluate each eligible proposal.

Concept (weight 35%):

Each proponent should:

- Describe how the project should be implemented in the view of the proponent (implementation strategy and implementation modality).
- Describe how the proponent will address the principles of support described above.
- Demonstrate its ability to contract experts in an efficient, flexible and time-sensitive manner. Specify how many days – on average – will be required for the implementing agent to provide technical services from the day receiving a service request to the day an expert can be expected to support the targeted institution.

Profile of organisational (weight 10%):

Each proponent should:

- Demonstrate that it has the administrative, financial management and logistical capacities to act as the implementing agent.
- Briefly outline its:
 - Organisational chart.
 - Number of employees.
 - What are the functions of individual departments/employees (if not clear from organisational chart)?
- Demonstrate its internal financial control/accounting/audit system.
- Demonstrate that contract award regulations are in line with national procurement legislation.
- Demonstrate its internal project management system.

Technical capacity (weight 55%):

Each proponent should:

- Demonstrate that it has the technical capacities to provide expert services.
 - Describe the experts that will provide services under this project:
 - Which expertise is available from within the organisation (number of technical employees, profile of employees (submit CVs))? Experts from within the organisations can be directly employed or tied to the organisation by means of a framework agreement or other.



- Which expertise is available that can be externally contracted (CVs of external experts)? Each proponent is requested to define the roster of experts that it can contract for this project.
- What is the diversity of suggested experts for this project (technical background (nationality and gender of experts)?
- Describe the experience the proponent has in responding to technical problems and questions? List reference projects within the past three years that the proponent has worked on as an organisation (not only the experience by externally contracted experts).

4. Supporting Documents

Each proponent is expected to provide - as a minimum - the following supporting documents:

Basic Eligibility

- Evidence of legal form and registration.
- Formation documents showing the location of the institution/organisation's registered office.
- Evidence indicating a recognised status of public-benefit / not-for-profit organisation.

Selection Criteria

- Organizational chart.
- List of experts that are available to implement the project (roster).
- CVs of all experts (employees and external experts).

The budget should be prepared in Euros using the below in Annex 2.

For further information on financing/grant agreements, please find further information here:

<https://www.giz.de/en/workingwithgiz/34529.html>



Annex 1: Evaluation Matrix

Evaluation Matrix for Grant Proposals

OE	1300	Project	Transboundary Water Management in SADC "Capacity Support Project"	Date	
AV	Thomas Schild			PN	15.2076.6-002.00
Assessors	Selection Committee				
Version	Joint Assessment				

(1) Criteria	(2) Weight in %	Organisation 1		Organisation 2		Organisation 3		Organisation 4		Organisation 5	
		(3) Points (max.10)	(4) Score (2)x(3)	(3) Points (max.10)	(4) Score (2)x(3)	(3) Points (max.10)	(4) Score (2)x(3)	(3) Points (max.10)	(4) Score (2)x(3)	(3) Points (max.10)	(4) Score (2)x(3)
1. Suitability of Concept											
1.1 Concept											
- responds to the objectives, realistic, in line with timeframe.	5		0		0		0		0		0
- description of implementing modality (i.e. how are services requested? How are they addressed?)	10		0		0		0		0		0
- addresses the principles of support (no substitute for 'regular' consulting work, flexibility of support, eligibility criteria etc.)	10		0		0		0		0		0
- ability to provide advisory services in a flexible and time-sensitive manner.	10		0		0		0		0		0
Sum 1.	35		0		0		0		0		0
2. Profile of the Organisation											
2.1 Organisational Chart											
- the organisation chart clearly describes which employees work in the organisation and which individual departments/functions exist in the Administrative/Financial Capacity	2		0		0		0		0		0
2.2 Administrative/Financial Capacity											
- the proposal sufficiently describes the organisation's internal financial control, accounting and internal	3		0		0		0		0		0
- the organisation sufficiently describes how is will be able to contract external experts in a timely manner, in line with national regulations?	5		0		0		0		0		0
Sum 2.	10		0		0		0		0		0
3. Technical Capacities											
3.1 Expertise of internal experts											
- No. of internal experts available for the project (10 points = all suggested experts are 'internal' to the organisation.)	10		0		0		0		0		0
- Background and expertise of <u>internal experts</u> in relation to required expertise (based on submitted	10		0		0		0		0		0
3.2 Expertise of externally contracted experts											
- background and expertise of <u>externally contracted</u> experts in relation to required expertise (based on submitted CVs)	10		0		0		0		0		0
3.3 Diversity of suggested experts											
- Differing nationalities of experts (10 points = minimum of 5 different nationalities)	5		0		0		0		0		0
- Gender diversity (10 points= 50:50 parity of experts)	5		0		0		0		0		0
3.4 Experience with technical problems within organisation											
- Number of projects where the organisation responded to technical problems within the past 3 years (10 points = > 20 projects)	15		0		0		0		0		0
Sum 3.	55		0		0		0		0		0
Total Sum 1. bis 3.	100		0		0		0		0		0
Weight in %			0		0		0		0		0
Position											
5. Specific advantages or risks											
Final Position											

We, the members of the selection committee, declare that the evaluation of grant proposals was done independently and without external influence. We shall treat all information about this call for proposals confidential and will not share the knowledge obtained in the committee with a third person.

Date, Signature of all members of the selection committee
that took part in the evaluation



Annex 2: Budget

Description	Amount	Unit	Amount	Unit	Unit Price in EUR	Total	EUR
1. External Experts (name of position, duration of employment)							
		person		months			
		person		months			
		unit		months			
		unit		unit			
Subtotal Experts							
2. Own staff (position, duration)							
	x%	person		months			
	x%	person		months			
	x%	person		months			
Subtotal - own staff (position, duration)							
3. Support staff (accountants, driver, bookkeeping if needed)							
	x%	person		months			
	x%	person		months			
Subtotal - support staff							
4. Travel costs (flights, accommodation costs, per diems etc.)							
		unit		unit			
		unit		unit			
Subtotal Travel costs							



5. Training costs							
Workshop costs		unit		unit			
		unit		unit			
Subtotal Training costs							
6. Other costs (provide details)							
		unit		unit			
		unit		unit			
Subtotal Other costs							
7. Supporting cost (provide details)							
		unit		unit			
		unit		unit			
Subtotal Supporting cost							
Administration costs	x%	unit		unit			
Grand Total							