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

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH

**Sustainable Financing Architecture for ICM in Lesotho**

**Project number/ cost centre:**

2018.2194.1-004.00

## 0. List of abbreviations

| | |
|---|---|
| AVB | General Terms and Conditions of Contract for supplying services and work 2020 (AVB 2020) |
| BMZ | German Federal Ministry for Economic Cooperation and Development |
| DBSA | Development Bank Southern Africa |
| EbA | Ecosystem-based Adaptation |
| EU | European Union |
| GoL | Government of Lesotho |
| ICM | Integrated Catchment Management |
| ICU | Integrated Catchment Management Unit |
| IWRM | Integrated Water Resources Management |
| ORASECOM | Orange-Senqu River Commission |
| PES | Payment for Ecosystem Services |
| SADC | Southern Africa Development Community |
| ToRs | Terms of reference |
| TWM | Transboundary Water Management |
| WB | World Bank |

## 1. Context

These terms of reference (ToR) are for the appointment of a service provider by the Integrated Catchment Management Programme (hereafter referred to as 'ICM') to perform a feasibility study on the development of a financing architecture intended as a mix of different types of funding mechanisms that operate together from different sources and providers to ensure the long-term sustainability of the national Integrated Catchment Management Programme in Lesotho. The feasibility study should provide solid recommendation and a draft roadmap for implementation with a specific focus on ensuring financial viability of the proposed financing architecture.

### Background to the Kingdom of Lesotho context

Lesotho is a landlocked country surrounded by the Republic of South Africa. The land area of Lesotho covers 30,352 square kilometres dominated by rugged topography of the Maloti and Drakensberg mountain ranges. The population of Lesotho is estimated at 2 million people (1996 census) a majority of which earns their livelihoods from agriculture. The population growth rate is 2.3 percent per annum. An estimated 85 percent of the population in Lesotho resides in rural areas. Almost half of the population, about (50%), lives below the poverty line (source: IMF). Across a greater interior from the mountain region to the Senqu River valley communities live under chronic poverty with survivalist livelihoods.

Lesotho is considered the water tower of Southern Africa. It supplies approximately 40 percent of the annual run-off of the Orange-Senqu river despite occupying only three percent of the basin's territory. Lesotho supplies water for agriculture, industry and households across the basin area, which is one of Africa's most important economic centres. Domestically, aquatic ecosystems in Lesotho are directly responsible for 22% of GDP and 30% of employment. However, Lesotho's river catchments are facing severe land degradation, it is estimated that Lesotho loses about two percent of its topsoil to erosion annually, putting rural agricultural livelihoods at risk and impacting on water and food security. The health of many important wetlands that provide essential ecosystem services to rural communities by mitigating the effects of floods and droughts have also been compromised. Climate Change presents an aggravating factor to the socio-economic challenges facing the catchment areas in Lesotho. Most communities are more vulnerable to climate change since they do not have sufficient capacities to outlive the consequences of climate change and variability.
This represents an existential threat to water security for Lesotho and the Orange-Senqu basin, and to the livelihoods of the rural population in the catchments of Lesotho. Healthy catchment and wetland ecosystems are required to absorb rainfall and release water gradually into rivers and streams. Degraded catchments, in turn, worsen flood and drought events, soil erosion and siltation.

### Background to the Integrated Catchment Management Programme

To combat these challenges, the Kingdom of Lesotho has embarked on an ambitious national programme on integrated catchment management. The programme under the name ReNOKA ('we are a river') aims to introduce and institutionalize integrated planning approaches at the catchment scale developed through a risk-informed, science based and multi-stakeholder

engagement approach across different ministries, together with communities, including woman and youth and private sector.
To deliver its objectives the programme works across six different and interrelated change areas:

- Catchment Management: coordinating physical measures and planning approaches for catchment rehabilitation.
- Policy and governance: establishing a solid legal basis for the ICM approach and its coordinating/ planning institutions.
- Finance & investment: establishing financing mechanism & exploring revenue generation and financing sources for the long-term sustainability of ICM institutions and catchment rehabilitation measures.
- Skills & knowledge: providing capacity building to key stakeholders.
- Awareness & behaviour change: promoting change through targeted communication approaches.
- Data & monitoring: providing scientific evidence to inform evidence-based decision making.

The programme works at a national and at sub-national / catchment level. At the national level the focus is on the development of ICM institutional arrangements for the coordination and the development of integrated catchment planning. Whereas at the sub-national / catchment level the programme is anchored through its regional offices where catchment level coordinating and planning institutions support integrated and inclusive catchment planning efforts in Lesotho's main Catchment Management Areas and selected priority sub catchments. The learning from the first pilots will be scaled so that regional institutions can support the planning at the level of each of the six water catchments in Lesotho.
The national ICM programme receives financial support from the European Union (EU) and the German Federal Ministry for Economic Cooperation and Development (BMZ) through a technical cooperation project that is implemented by the German Development Cooperation (GIZ) which is complementary to the Lesotho Government counterpart contribution.

**Background to developing a financing mechanism architecture for implementation and sustainability of ICM in Lesotho**

Integrated catchment management builds on national and decentralized governance structures that can sustain key functions like the coherent planning, implementation, monitoring and reporting of ICM interventions at national, river basin and local community levels. This requires sustained financial investments. But catchment planning (at the level of catchments and sub-catchment) and rehabilitation measures are currently underfinanced, and responsibilities and budgets are fragmented across different government ministries and interventions founded by several development partners with little structural coordination. Catchments in Lesotho provide a number of essential ecosystem services that contributes to livelihoods and economic development in Lesotho and the Orange Senqu basin. The value of those ecosystems and their services, possibilities for revenue generation, and potential contribution from the private sector are underexplored.

Financing mechanisms are at the core of the sustainability of Integrated Catchment Management. On the one hand, the newly established ICM institutions require financial

resources to sustain their role as a secretariat and provide services for coordination, planning and monitoring. On the other hand, a financing mechanism is needed to channel funds for implementation of catchment rehabilitation measures, the conservation and maintenance of ecosystem services, enhance the implementation of adaptation actions including diversification of livelihood as well as awareness raisin and behaviour change activities. The level of centralization of such a mechanism must suit the specific context in Lesotho. A mix of financing streams will need to be mobilised in a financing architecture that effectively leverages public finances (particularly needed for the sustainability of the ICM institutions), private finances through targeted / ringfenced revenue collection (fees and fines), private sector investments (investments to protect the sustainability of their core businesses as well as corporate social responsibility) and funds from international development institutions. A comprehensive financial mechanism has never been piloted in Lesotho, thus its potential to respond to the water security and environmental issues remains to be identified and its financial sustainability must be established. The feasibility study for financing mechanisms in Lesotho will have to undertake an analysis of available finances, institution for legal anchoring, existing capacity as well as evaluate different financing instruments/options to make clear and implementable recommendations on long-term solutions for the sustainability of ICM institutions and rehabilitation of catchments in Lesotho. The analysis should include innovative financing mechanism such as potential for the introduction of payment for ecosystem services, carbon/environmental externalities offsetting measures and green bonds. Key aspect to be regarded are:

- Issues of financial sustainability and sources of funding available grounded in a deep understanding of the Lesotho public financial system as well as current and past budget mobilized for ICM implementation.
- Existing legal provision for ICM financing (i.e fees and fines) and legal anchoring of financing mechanism including legal and regulatory gaps to support the financing architecture within the existing legal context
- Design/architecture of the financing mechanism including boundaries of financing mechanisms proposed i.e. central mechanism or decentralised model where different options for decentralised model are expected.

The design of the financing architecture will be guided by the best practices and experiences in the region as well as internationally including suggestion in innovative financing mechanism. Such architecture should provide the needed financial sustainability to sustain the national ICM programme its institutions and rehabilitation efforts in the long-term, encouraging the mainstreaming of Integrated Catchment Measures into policies, plans and strategies at the river basin scale through coordinated actions by public, communities, non-government organizations and private companies by participatory approach.

## 2. Tasks to be performed by the contractor

The objective of this assignment is to study the feasibility of developing a financing architecture intended as different types of funding mechanisms that operate together from different sources and providers in Lesotho, with a specific focus on financial sustainability and revenue

generation to sustain the ICM institutions on the one hand and catchment rehabilitation measures on the other.

Following the inception phase where methodology is agreed with the contractor, the assignment is conceptualised in two operational phased approach:

Phase I: analysis and understanding of the Lesotho context, its finance system, source of financing available (including public, private and foreigner), existing financing mechanism and gaps together with options for a financing architecture based on international best practices and innovative financing mechanism.

Phase II: deep dive on financing mechanisms with the most potential to impact the long-term viability of integrated catchment management in Lesotho and recommendations on options, design and roadmap to implementation.

The contractors are responsible for providing the following services:

**Phase I**

1) Analysis of status-quo of finance and investment for ICM in Lesotho; which includes sources and mechanisms of available funding that is grounded in a deep understanding of the Lesotho public financial system. This should include but not be limited to:

- Analysis of the defining characteristics of Lesotho's financial system
- Study of current and past public budget for the implementation of activities relevant to ICM across relevant Ministries (Ministry of Water, Ministry of Forestry, Ministry of Environment, Ministry of Local Government, Ministry of Agriculture and Food Security, Ministry of Public Works, Ministry of Energy and Meteorology and Lesotho Millennium Development Authority) including contribution made from development partners to ICM related objectives
- Analysis of public sources of revenue generation, fees and fines, including existing provision in legislation at the national level (i.e Environment Act 2008, Water Act 2008, Mines and Mineral Act of 2004, Range Management Bill 2021) and at transboundary level (i.e Lesotho Highland Development Authority). Particular attention should be placed to high water users (private sector) and their fee structure and potential for untapped financial resources should be highlighted.
- Analysis of revenue collection by independent/parastatal institutions (LEWA, WASCO, LHDA, LAA, LEC)
- Analysis of potential financial contribution from private sector (social corporate responsibility and investments in long term sustainability of private businesses) as well as development partners and donors.
- Analysis of potential innovative financing mechanism particularly with regards to payment for ecosystem services on water for sale and carbon storage.
- Evaluation of available financing to support ICM recurrent expenditure as well as implementation of catchment management rehabilitation measures

- Cost/value added of setting up a decentralised financing mechanism (i.e) water fund (investment upfront once-off capitalization) and subsequent lower recurrent replenishment (potential to attract /generate funds)

The outcome of the analysis is intended to provide an understanding of (quantitative & qualitative) currently available source of financing (public, private, development partners), including a realistic snapshot of what financial contribution can be expected from the Government of Lesotho towards the sustainability of ICM institutions (recurrent costs) and the implementation of catchment rehabilitation (operational budget). The study should describe and quantify the funding gaps and provide recommendations on potential revenue streams that remain untapped. It should also build on existing studies and seek synergies with similar efforts being implemented by other partners (e.g. Assessment of Opportunities and Constraints to Improving Financial Incentives for Integrated Catchment Management in Lesotho by World Bank; ReNOKA investment climate analysis by GWPSA)

2) Legal anchor:

- Analysis of policy and institution to determine suitable legal anchor for financing architecture. This includes analysis of current information of relevant legal, institutional, and policy issues related to the development of the selected financing mechanisms in Lesotho. This should include but not be limited to: the Public Finance Management Act and legal arrangements of other existing independent/parastatal financing mechanisms, external funds older (i.e Wold Bank-WB, Development Bank of Southern Africa-DBSA, Nature Conservancy-NC). The outcome should be a set of clear and implementable recommendations on the most suitable legal arrangement and institutional set up for the financing architecture for Integrated Catchment Management in Lesotho considering capacity constraints. It should also indicate required regulatory instruments to implement the chosen financing architecture.

3) Analysis and recommendation on potential financing architecture:

- Analysis of the potential of existing financing instruments to be included in a viable financing architecture for ReNOKA. This should include but not be limited to:
    - Financing mechanisms and mechanisms of revenue collection and disbursement by independent/parastatal institutions (LEWA, WASCO, LHDA, LAA)
    - Water Security Investment Programme currently implemented by Global Water Partnership
    - LoCaL UNCDF financing mechanism, channelling revenue from the public consolidated fund to local authorities
    - IFAD Resilience Fund (RoF)
    - MCC/LMDA financing streams to be developed under compact II
    - ORASECOM capacity to develop innovative financing scheme and Private Public Partnerships, supported by UNDP GEF
    - Other as per desktop analysis

- Review international best practices of centralised and decentralised financing mechanisms in terms of basic elements, different fund objectives, institutional arrangements (e.g. government fund management or independent fund manager), administration, funding structure, replenishment and disbursement of financing, monitoring and evaluation, stakeholder mapping, related law and regulations, enabling factors for the fund development, benefits of water fund, etc., and assess their applicability to the Lesotho water and land sector. This should include but not be limited to:
    - Potential for introduction of payment for ecosystem services in Lesotho
    - Potential for introduction of carbon/environmental externalities offsetting mechanism
    - Applicability of strategies such as results based financing
    - Green bonds

The outcome of the analysis should yield to specific options and scenarios for a feasable financing architecture for ICM institutions and implementation together with a decision support system providing guidance and criteria to choose among the available options). The architecture is expected to cover issues of recurrent expenditure as well as implementation of catchment rehabilitation measures, clearly indicating a mix financing instruments suitable for the context of Lesotho and ReNOKA. Feasibility of decentralised financing mechanism should form a considerable part of this deliverable. The reflection on financing architecture should reflect both what is already in place in the country and its potential as well as introduce innovative financing modalities.

4) Selection of financing architecture

Preliminary results from the analyses indicated under part I (point 1 and 2) are to be validated through stakeholder engagements with a technical working group before their finalization. The results of the analyses conducted in part I will lead to a decision by GIZ, the National ICM Coordination Unit and relevant partners from the technical working group on the most appropriate combination of financing instruments to be considered for refinement in Phase II.

**Phase II**

5) Assess capacity to manage financing mechanism current and required:

A description of the available capacity and capacity gaps within government institutions (at national and local level) based on the assessment of current financing structures as well as proposed new, potentially innovative financing mechanism. Including the ability to manage funds by planning for investments and monitoring outcomes, transparently and following strict accountability and auditing criteria.

6) Design and Governance of Financing Architecture and its Mechanisms:

Based on the review of international best practices as well as the existing financing mechanisms in Lesotho and the feasibility assessment, provide recommendations for the design of a ReNOKA financing mechanisms. This should include but not be limited

to: objective of the financing mechanisms with regards to ICM implementation or support to recurrent expenditure, institutional arrangement (centralised/decentralised), administration of funds (managed by the GoL or/and external independent fund manager i.e WB,DBSA), replenishment (funding sources), planning of investments, and disbursement of the fund (implementors i.e. local communities), monitoring and evaluation of the fund, stakeholder mapping, etc. The design of the architecture as well as the selected financing mechanisms for the fund should be fit for purpose and closely aligned with the ICM institutions and the ICM planning approach.

- Undertake stakeholder mapping and engagement to assess the willingness to adopt/contribute, establish and institutionalize a water fund for integrated catchment management development in Lesotho
- Design should be validated through engagement of key stakeholders at technical and high level

7) Training on architecture and selected financing mechanism

Provide introductory training on the financing for ICM with a focus on the specific context of Lesotho and the results of the feasibility study. An outline of the training material must be presented to and approved by GIZ and ICU. The consultant is expected to provide a training as well as a training manual and concept for replication to key stakeholders in Lesotho across relevant sectors

8) Development of a roadmap for implementation of financing architecture

Provide a roadmap with recommendations for the implementation of the financing architecture. This should include a roadmap of concrete, implementable actions for the development of the financing mechanism to be established and those existing to be strengthened or further integrated. Presentation of results to key stakeholder in Lesotho across relevant sector to ICM

9)Stakeholder engagements

The feasibility study is expected to be the results of desktop review as well as in- depth in person stakeholders' consultation with key stakeholders. The consultant(s) will work closely with the team from the GIZ ICM programme and the ICU coordination unit in preparing the stakeholder engagement plan and content.

Certain milestones, as laid out in the table below, are to be achieved by certain dates during the contract term, and at particular locations:

| **Milestone** | **Deadline/place/person responsible** |
|---|---|
| 1.A comprehensive report on feasibility of financing architecture with detailed outlook on Lesotho financing systems, financial sustainability, available finances and revenue generation options for Lesotho is completed and validated through stakeholders´ consultation | 4 weeks after signing of contract, expert 1, Lesotho & remote |

| | |
|---|---|
| 2.A report & recommendations on legal anchoring of the financing architecture are finalised and validated through stakeholders' consultation | 6 weeks after signing of contract, expert 1 Lesotho & remote |
| 3.A study on potential financing architecture based on international best practices and Lesotho local practices, and potential for application of innovative financing mechanism (PES, Carbon markets, green bonds). Deliverable includes options for potential financing mechanism scenario and decision support system (guidance and criteria in support of stakeholder consultation) is finalised and financing architecture with most potential is agreed and validated with GIZ, ICU and key stakeholders | 12 weeks after signing of contract, expert 1, Lesotho & remote |
| 4.Report & recommendations on design and governance of financing mechanisms based on international best practices, tailored to reflect Lesotho context including identification of relevant stakeholders as well as a capacity need assessment to evaluate the needed capacity for implementation is conducted and refined through stakeholder engagement | 15 weeks after signing of contract, expert 1, Lesotho & remote |
| 5.An introductory training/workshop on financing mechanism together with the development of manual and workshop material are respectively carried out and finalized, on the basis of a background note detailing methodology and modes of delivery. | 17 weeks after signing of contract, expert 2, Lesotho & remote |
| 6.A draft roadmap with recommendations for implementation of financing architecture for ICM based on tasked performed in phase I and II is finalized and discussed with key stakeholders. | 20 weeks after signing of contract, expert 1, Lesotho & remote |

**Period of assignment: From 01/06/2022 until 30/12/2022.** According to internal regulations, we have to indicate a contract period of 6 months, but we ask to provide the service by 30.11.2022 at the latest.

Expected Outputs:

According to the above-mentioned tasks, the following deliverables are expected:

- Inception report establishing a clear methodology, approach workplan and number of workdays per deliverable
- Comprehensive report on feasibility of financing architecture with detailed outlook on Lesotho financing systems, financial sustainability, available funding and revenue generation options for Lesotho

- Study on potential financing architecture based on international best practices and Lesotho local practices, including potential financing mechanism scenario and decision support system
- Proposal for financing architecture with most potential is agreed and validated with GIZ, ICU and key stakeholders
- Results from capacity need assessment- based on pre-agreed methodology and criteria to evaluate the needed capacity
- Report & recommendation on legal anchoring of the financing architecture
- Report & recommendation on design and governance of financing mechanisms based on international best practices and tailored to reflect Lesotho context including identification and mapping of relevant stakeholders at national level
- Background note and presentation for introductory training/workshop on financing mechanism, development of manual and agreement on dates and methodology for the delivery of the training.
- Roadmap with recommendations for implementation of financing architecture for ICM based on tasked performed in phase I and II.
- Workshop on interim deliverables and presentation/validation of feasibility of financing architecture development for ICM key stakeholders

All documents are to be produced in English. Draft versions should be sent to GIZ ICM and key findings presented to core stakeholders for validation and feedback to guide revision. Core stakeholders for validation will be determined together with GIZ and ICU.

## 3. Concept

In the bid, the bidder is required to show how the objectives defined in Chapter 2 are to be achieved, if applicable under consideration of further specific method-related requirements (technical-methodological concept). In addition, the bidder must describe the project management system for service provision

### Technical-methodological concept

**Strategy**: The bidder is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1). Following this, the bidder presents and justifies the strategy with which it intends to provide the services for which it is responsible (see Chapter 2).

The bidder is required to present the actors relevant for the services for which it is responsible and describe the **cooperation** with them.

The bidder is required to present and explain its approach to **steering** the measures with the project partners and its contribution to the results-based monitoring system.

The bidder is required to describe the key **processes** for the services for which it is responsible and create a schedule that describes how the services according to Chapter 2 are to be provided. In particular, the bidder is required to describe the necessary work steps

and, if applicable, take account of the milestones and contributions of other actors in accordance with Chapter 2.

The bidder is required to describe its contribution to knowledge management for the partner and GIZ and promote scaling-up effects (**learning and innovation**).

**Project management of the contractor**

The bidder is required to explain its approach for coordination with the GIZ project:

The service provider will report to a designated project manager from the GIZ 'Support to ICM in Lesotho' project.

All deliverables will be developed in consultation with Integrated Catchment Unit, representing the leading governmental institution for the ICM programme in Lesotho. Coordination with initiatives by other development partners who support ICM financing is expected.

Regular calls and a lean steering structure will be agreed in the course of the inception phase of the assignment.

The contractor shall submit timesheets for all team members and original invoices for all payments. Payment will be affected following performance of services, submission of deliverables and acceptance of services performed

**5. Personnel concept**

This consultancy requires the following expertise (up to 2 consultants):

**Expert 1**

Qualifications

- **Education/training (2.2.1):** University degree in related subject (Environmental Economic, Ecology, Biology, Agronomic Engineering, Forestry, Economic or related Science).
- **Language (2.2.2):** Fluent English proficiency in both speaking and writing (C1)
- General professional experience
- **General professional experience (2.2.3):** 10 years proven experience in public financial management, fund management and impact investment; Knowledge and proven experience in inter-institutional coordination and community work, natural resources governance, project management including financial mechanism (preferably water fund); 5 years' experience in research, field survey and stakeholder engagement experience.
- **Specific professional experience (2.2.4):** 10 years working experience in the field of Integrated Water Resource Management (IWRM), disaster risk reduction and climate change adaptation (Ecosystem/Nature-based solutions); Proven working experience in innovative financing mechanism such as PES, carbon credits, green/sustainability bonds, other innovative financing tools

- **Leadership/management experience (2.2.5):** proven experience in project management (at least 3 reference projects)/ 3 years working experience in coordination of research projects/project management
- **Regional experience (2.2.6):** Professional work experience in the SADC region
- **Development Cooperation (DC) experience (2.2.7):** 5 years of experience in DC projects

**Expert 2**

Tasks Expert 2

Tasks 8 and contribute to 11 from table above

Qualifications

- **Education/training (2.3.1):** University degree in related subject (Environmental Economic, Law, Ecology, Biology, Agronomic Engineering, Forestry, Economic or related Science, Political Science).
- **General professional experience (2.3.3):** 5 years technical experience in supporting for Water Funds and other financing mechanism creation and establishment, as well as other nature investments schemes
- **Specific professional experience (2.3.4):** 5 years working experience in the field of Integrated Water Resource Management (IWRM), disaster risk reduction and climate change adaptation (Ecosystem/Nature-based solutions); proven experience in developing and delivering training on financing mechanism centralised or decentralised (Ecosystem/Nature-based solutions).
- **Regional experience (2.3.6):** Professional work experience in the SADC region

## 6. Costing requirements

All costs incurred in connection with performance of the services shall be deemed settled as per lump sum, with the exception of the travel expenses which shall be settled separately against provision of evidence.

## Milestones

Reimbursement by formal acceptance of the following milestones:

1. A comprehensive report on feasibility of financing architecture with detailed outlook on Lesotho financing systems, financial sustainability, available finances and revenue generation options for Lesotho is completed and validated through stakeholders´ consultation
2. A report & recommendations on legal anchoring of the financing architecture are finalised and validated through stakeholders' consultation
3. A study on potential financing architecture based on international best practices and Lesotho local practices, and potential for application of innovative financing mechanism

(PES, Carbon markets, green bonds). Deliverable includes options for potential financing mechanism scenario and decision support system (guidance and criteria in support of stakeholder consultation) is finalised and financing architecture with most potential is agreed and validated with GIZ, ICU and key stakeholders

4. Report & recommendations on design and governance of financing mechanisms based on international best practices, tailored to reflect Lesotho context including identification of relevant stakeholders as well as a capacity need assessment to evaluate the needed capacity for implementation is conducted and refined through stakeholder engagement
5. An introductory training/workshop on financing mechanism together with the development of manual and workshop material are respectively carried out and finalized, on the basis of a background note detailing methodology and modes of delivery.
6. A draft roadmap with recommendations for implementation of financing architecture for ICM based on tasked performed in phase I and II is finalized and discussed with key stakeholders.

**Travel**

The bidder is required to calculate the travel by the specified experts and the experts it has proposed based on the places of performance stipulated in Chapter 2 and list the expenses separately by daily allowance, accommodation expenses, flight costs and other travel expenses.

Please calculate two trips to Lesotho for expert 1 and one trip for expert 2:

3 International Flights (Economy) (roundtrips), 40 per diems, 40 accommodation allowances, local transportation (airport transfers).

The reimbursement of daily allowance and overnight allowance will be made as lump sum per unit based on the following regulation:

Steuerliche Behandlung von Reisekosten und Reisekostenvergütungen bei betrieblich und beruflich veranlassten Auslandsreisen ab 1. Januar 2021 (bundesfinanzministerium.de)

**Flexible Remuneration Item**

Please calculate 10% of the contract sum as flexible remuneration item.

**Workshops, training**

The contractor implements the following workshops/study trips/training courses:

- Stakeholders consultation
- Validation meetings

**7. Project Management of the contractor and inputs of GIZ or other actors**

GIZ ICM will support the fulfilment of tasks by the consultant as follows:

- overall coordination with the ICU and other stakeholders,
- support in coordination of the training/workshop,
- provision of relevant documents and further information (written or oral) to the consultant,
- review and timely feedback to the materials provided by the consultant
- organization and cost coverage of local transport to pilot sites if indicated.

Regular calls and a lean steering structure will be agreed in the course of the inception phase of the assignment.

**8. Requirements on the format of the bid**

The structure of the bid must correspond to the structure of the ToRs. In particular, the detailed structure of the concept (Chapter 3) is to be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). It must be legible (font size 11 or larger) and clearly formulated. The bid is drawn up in English (language).

The complete bid shall not exceed 10 pages (excluding CVs).

The CVs of the personnel proposed in accordance with Chapter 0 of the ToRs must be submitted using the format specified in the terms and conditions for application (AVB 2018). The CVs shall not exceed 4 pages. The CVs must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English (language).

If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment.

As the contract to be concluded is a contract for works, please offer a fixed lump sum price that covers all applicable costs (fees, travel expenses etc.). The price bid will be evaluated based on the specified lump sum price. For our internal costing and any further commissions, please also provide the daily rate which the prices are based on. A breakdown of days is not required.