



“Strengthening integrated transboundary management of the Incomati and Maputo River Basins.”

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TERMS OF REFERENCE FOR PROFESSIONAL CONSULTANCY SERVICES TO GATHER, ANALYSE AND CONSOLIDATE INFORMATION FOR TRANSBOUNDARY DIAGNOSTIC ANALYSIS (TDA) AND STRATEGIC ACTION PROGRAMME (SAP) DEVELOPMENT IN THE TRANSBOUNDARY INCOMATI AND MAPUTO RIVER BASINS

Project Name: Strengthening Integrated Transboundary Management of the Incomati and Maputo River Basins

Financing Agency: Global Environment Facility (GEF)

GEF Implementing Agency: United Nations Development Programme (UNDP)

UNDP Executing Agency: Global Water Partnership Southern Africa (GWPSA)

Client/Project Responsible Part: Incomati and Maputo Watercourse Commission (INMACOM)

Location: The Incomati and Maputo River Basins in Eswatini, Mozambique and South Africa

Assignment Tenure: 24 Months (July 2026 – June 2028) | 200 Consulting Days

1. PROJECT BACKGROUND

1.1. Institutional Context: INMACOM and GWPSA

The Incomati and Maputo Watercourse Commission (INMACOM) is a transboundary river basin organization operating in the Incomati and Maputo basins. INMACOM was officially established on 18 November 2021. Prior to that, INMACOM existed as the Tripartite Permanent Technical Committee (TPTC) which was established in 1983. The formation of INMACOM as a River Basin Organisation (RBO) is aligned to SADC principles on the management of shared transboundary water resources.

1.2. The UNDP/GEF Source-to-Sea Project

The UNDP/GEF project, **Strengthening Integrated Transboundary Management of the Incomati and Maputo River Basins**, seeks to operationalise an integrated source-to-sea approach across the Incomati and Maputo River Basins, the Lubombo Transfrontier Conservation Area (TFCA), associated estuaries, Maputo Bay, and adjacent coastal and marine ecosystems. In this project, source-to-sea refers to the integrated assessment and management of hydrological, ecological, socioeconomic and governance linkages from upper catchments and groundwater systems through rivers, wetlands and floodplains to estuarine, coastal and marine receiving environments.

The project is intended to strengthen the scientific, institutional and policy basis for coordinated action across Eswatini, Mozambique and South Africa, while improving collaboration between INMACOM, TFCA structures, coastal management institutions and relevant regional partners. This approach is central to reducing the impacts of land-based activities on downstream ecosystems, strengthening environmental security, and supporting inclusive and sustainable livelihoods.

The project is funded by the GEF and led by the UNDP as the GEF Implementing Agency, in partnership with the Global Water Partnership Southern Africa (GWPSA) as the Executing Agency, while INMACOM serves as the focal custodian for project implementation. The project is expected to run over 72 months, during which a suite of activities will be undertaken to support coordinated planning and management of terrestrial ecosystems with coastal and marine ecosystems. These activities will be implemented under five (5) project components::

- Component 1: Strengthening regional governance frameworks for transboundary basin management, including application of source-to-sea management approach
- Component 2: Facilitating a knowledge-based approach for source-to-sea management
- Component 3: Support basin-wide and coastal zone strategic planning and investment mobilisation
- Component 4: Creating sustainable livelihoods through enhancing water, food, energy and environmental security
- Component 5: Knowledge generation, communication, and dissemination

The Consultant will work in close cooperation with the INMACOM Secretariat in Mbabane, Eswatini and the Project Management Unit (PMU) of the GEF8 program, also in Mbabane, implemented through the GWPSA office. This assignment supports key programme outputs under Components 1 and 2, specifically:

Outcome 2.1 – Basin-wide information and knowledge management tools developed to improve the science–policy interface

- This outcome aims at strengthening transboundary and conjunctive water resources management through the development of a TDA, a basin-wide environmental monitoring framework and the strengthening of the existing Water Information System (WIS) and Decision Support System (DSS) within INMACOM Secretariat. Implementing the existing INMACOM Strategic Plan will be the main tool used to achieve this outcome.
- Updating and compilation of existing information to develop the TDA using a source-to-sea approach will be critical to increase understanding of the drivers and pressures in the interaction between land-based activities and the marine ecosystem. The TDA/SAP process will be guided by the IW: LEARN Programme Manual on TDA-SAP Methodology and will be an inclusive, collaborative and participatory process involving government, civil society, local researchers/academia, women groups, youth and the private sector.

Output 2.2.1: Transboundary Diagnostic Analysis for the Incomati-Maputo Basins and Lubombo TFCA carried out, including application of the source-to-sea concept. Under this output, the project will undertake the following activities:

- Carry out baseline assessment of the biophysical environment and socioeconomic activities ensuring gender concerns are considered.
- Engagement with the West Indian Ocean Marine Science Association (WIOMSA) – to strengthen integration of coastal and marine ecosystem issues linked with the source-to-sea approach.
- Identify and map out environmental issues and their drivers across the basins and the TFCA.
- Analysis of drivers.
- Conducting a GESI analysis to identify how gender roles, norms and power dynamics influence water use, management and access within the basin.
- Collect gender-sensitive data disaggregated by gender and other social categories to understand the differentiated impacts of water-related issues on different groups.
- Utilisation of information generated to inform transboundary policies, including the Gender Policy and Strategy to be developed under Output 1.4.1 of the GEF 8 Project.
- Carry out causal chain analysis and identify immediate and root causes from source to sea.
- Based on the information gathered during the TDA and from other existing sources, the IncoMaputo Basin Atlas will also be developed to raise awareness.
- The private sector will be involved in the TDA process in developing data, providing expertise, models, and studies. They will also identify priority transboundary environmental problems in their areas of operations; their concerns are to be incorporated in the formulation of action plans to remedy the problems.

2. OBJECTIVES OF THE ASSIGNMENT

2.1. Primary Objective: First-Generation TDA and SAP

The objective of this assignment is to lead the development of a first-generation Transboundary Diagnostic Analysis (TDA) and subsequent Strategic Action Programme (SAP) for the Incomati and Maputo River Basins using a fully operationalised source-to-sea approach, in addition to the National Action Plans (NAPs). The consultancy shall consolidate available knowledge, fill critical analytical gaps, and produce an integrated diagnosis of transboundary problems, drivers, impacts, institutional and governance issues across freshwater, groundwater, terrestrial, estuarine, coastal and marine systems. The assignment shall provide the scientific and policy basis for jointly agreed transboundary priorities, national and regional action, and future basin-wide and coastal investment planning.

The INMACOM Secretariat seeks to recruit a Consulting Firm/Consultant with global experience in the formulation of the TDA/SAP/NAP process to lead the gathering, analysis and consolidation of information, writing of the TDA report, facilitation of meetings with various stakeholders to validate the accuracy of the information and development of materials to summarize the TDA.

Specific objectives of this assignment include:

- Identify, quantify and set priorities for water-related problems that are transboundary in nature and to constitute a factual basis for the subsequent development of the SAP, which will thereafter be used as the reference document by INMACOM.
- Establish, through the SAP, clear priorities for action including, inter alia, policy, legal, institutional capacity development, sustainable river basin management measures and sources of funding.
- Provide the necessary information to enable INMACOM Member States to discuss and decide on the issues that will be prioritised for addressing, as well as to negotiate and formulate a Strategic Action Plan for INMACOM with actions that will address the causes.
- Identify, quantify and set priorities for water-related problems at the national level through the development of the NAPs which impact local communities (to be completed through the NAP process thereafter).

The INMACOM TDA/SAP process will be guided by the GEF Methodology (<http://iwlearn.net/manuals/tda-sap-methodology>).

2.2. Cross-Cutting Objectives: GESI and Knowledge Management

All activities under this assignment shall be undertaken in accordance with the following cross-cutting principles:

- Gender Equality and Social Inclusion (GESI): The TDA development will be participatory and strive for balanced participation of men and women, ensuring that the process contributes to the overall GEF8 GESI reporting and targets as guided by the project Gender Strategy and Stakeholder Engagement Plan.
- Stakeholder Management: The TDA process will be inclusive, collaborative and participatory, involving government, civil society, local researchers/academia, women groups, youth and the private sector.
- Source-to-Sea Integration: The assignment must go beyond freshwater systems to encompass estuarine and coastal ecosystems, ensuring terrestrial data is linked with marine ecosystem findings through engagement with relevant partners including WIOMSA.

3. TECHNICAL METHODOLOGY AND APPROACH

3.1. The GEF TDA/SAP Methodology Using a Strengthened Source-to-Sea Framing

It is expected that the TDA expert works in tandem with other workstreams of the GEF programme to ensure alignment.

3.1.1. The TDA will be carried out to:

- Identify and assess transboundary basin management issues related to water and other natural resources as well as environmental management across the freshwater, terrestrial, estuarine and coastal/marine continuum of the Incomati and Maputo River Basins.
- Assess the environmental impacts and socio-economic consequences of each issue, including implications for ecosystem integrity, livelihoods, resilience and equitable development.
- Identify the immediate and underlying causes of these issues among the social and economic activities. Furthermore, the TDA should identify the related root causes/drivers that create these issues (Causal Chain Analysis), including the institutional, legal, policy, governance and investment-related factors that sustain them.

3.1.2. The TDA-SAP methodology shall be adapted to the project's source-to-sea design

The consultant shall apply an integrated analytical framework that:

- traces upstream-downstream linkages from headwaters to estuaries, Maputo Bay and coastal/marine ecosystems, including recharge, abstraction, baseflows, groundwater quality and groundwater-dependent ecosystems (engagement with the West Indian Ocean Marine Science Association (WIOMSA) will strengthen integration of coastal and marine and ecosystem issues linked with the source-to-sea approach).

- considers conjunctive management of surface water and groundwater, including recharge, abstraction, baseflows, groundwater quality and groundwater-dependent ecosystems
- assesses land-water-ecosystem interactions, including implications of land use change, sediment mobilisation, nutrient enrichment and pollution transfer
- integrates freshwater, biodiversity, TFCA and coastal/marine governance dimensions,
- combines scientific evidence, institutional analysis, stakeholder knowledge and participatory validation, including the institutional interfaces between basin, conservation, land-use and coastal/marine authorities
- supports prioritisation of actions that are technically sound, socially inclusive, transboundary in nature and investment-ready, gender-responsive; and capable of informing SAP commitments, NAPs and financing packages; and
- incorporates climate variability and climate change as cross-cutting drivers of transboundary risk across the source-to-sea continuum.

3.1.3. The TDA shall provide the necessary information that will enable countries to:

- Discuss at the national and regional level and decide on the issues that will be addressed with priority.
- Negotiate and formulate a strategic programme of actions and interventions to address the causes and drivers that result in the identified issues.
- Define and agree on environmental quality indicators and objectives.

3.1.4. In addition, the TDA shall assist in:

- Enhancing the knowledge basis of INMACOM regarding the state of the natural and anthropogenic environment and its source-to-sea linkages.
- Preparing for the development of a SAP for INMACOM, and NAPs for the riparian countries.
- Identifying critical knowledge, data, institutional and coordination gaps requiring further action.

3.2. The Source-to-Sea Integration Framework

The TDA/SAP process will employ a fully operationalised source-to-sea approach covering hydrological, ecological, socioeconomic and governance linkages from upper catchments and groundwater systems through rivers, wetlands and floodplains to estuarine, coastal and marine receiving environments.

The TDA shall include, at minimum:

- a source-to-sea baseline describing hydrology, hydrogeology, ecosystems and associated services, water quality, sediment dynamics, land use, climate risks and key socioeconomic activities.
- analysis of priority transboundary issues including altered flow regimes, environmental flow deficits, land degradation, erosion and sedimentation, deteriorating water quality, eutrophication, saline intrusion, ecosystem degradation and climate-related shocks.
- explicit assessment of implications for estuarine and marine receiving environments, especially Maputo Bay.
- institutional and governance analysis of mandates, coordination mechanisms, data-sharing systems and decision-support arrangements across basin, TFCA and coastal institutions.
- a gender-responsive and socially inclusive diagnostic causal chain analysis from source to sea and prioritisation of actions that can be translated into SAP commitments, NAPs and investment packages ; and
- an assessment of the current state and trends of freshwater, estuarine and coastal/marine ecosystems, including ecosystem services and transboundary implications of upstream pressures.

The key thematic areas shall be defined during the scoping phase.

3.2.1. Governance and Participation

- The TDA will be developed by a Consulting Firm who will also be primarily responsible for delivering the SAP.
- Other experts must be identified to support the Team Leader in undertaking this assignment.
- The process leading to the TDA/SAP is expected to be highly participatory and to include senior technocrats from Eswatini, Mozambique and South Africa, for them to own the final product, facilitate endorsement and adoption of the SAP at the Ministerial level, and to ensure the follow-up implementation and updates.
- The participatory process will ensure that the opinions of stakeholders regarding management issues and needs in the Incomati and Maputo River Basins are taken into consideration, including stakeholders affected by upstream-downstream interactions from headwaters to estuarine, coastal and marine receiving environments.

4. DETAILED SCOPE OF WORK

This section details the specific tasks the Consultant is required to undertake, organised chronologically into six phases over the 24-month assignment period (July 2026 – June 2028).

PHASE 1: PROJECT INITIATION AND PLANNING

4.1. Phase I: Project Inception and Baseline Development

The Consulting Firm shall provide support for the development of the TDA Synthesis Report (TDA SR) and Thematic Reports. The Synthesis Report shall consolidate the findings of the thematic reports into a comprehensive analysis of pressures, state, issues and their immediate and underlying causes; after undertaking a Causal Chain Analysis, using a source-to-sea perspective that links freshwater, land, estuarine and coastal/marine systems. The TDA Synthesis Report and the Thematic Reports are the key deliverables of the Incomati and Maputo TDA process.

4.1.1. Preparation of a Detailed Work Plan

The Consultant will go through all available information and data (monographs, publications, reports etc.,) and prepare a detailed work plan, including a source-to-sea analytical approach, stakeholder engagement process, data and knowledge gap review, and quality assurance arrangements.

4.1.2. Development and Presentation of the Inception Report

The Inception Report shall include the following elements:

- Workplan and Budget
- Methodology
- TORs for the Thematic Experts
- Capacity Building Plan (inclusive of GESI requirements)
- Table of Contents for the TDA Synthesis Report
- Scoping of the key thematic areas and source-to-sea analytical questions.

4.1.3. Training Thematic Experts on the GEF TDA Process

The Consultant shall train thematic experts and INMACOM Secretariat staff on the specific GEF TDA process, ensuring all team members understand the methodology, deliverable requirements and GESI obligations prior to commencement of fieldwork.

4.1.4. Project Integration Alignment

Attend the GEF8 Project Integration workshop to ensure the TDA/SAP workplan is fully aligned with the various other workstreams operating under the GEF8 project.

PHASE 2: TRANSBOUNDARY DIAGNOSTIC ANALYSIS (TDA) DEVELOPMENT

4.2. Phase II: Transboundary Diagnostic Analysis (TDA)

The Consultant shall guide and coordinate data collection and analysis by thematic experts. Through this process, the following specific tasks shall be undertaken:

4.2.1. Identification and Prioritisation of Problems

- Identification and prioritisation of national/transboundary problems.
- Determination of the environmental and socio-economic impacts.
- Identification and mapping of environmental issues and their drivers across the basins and the TFCA.
- Carry out baseline assessment of the biophysical environment and socioeconomic activities, ensuring gender concerns are considered.

4.2.2. Causal Chain Analysis

- Analyses of the immediate, underlying and root causes of identified problems.
- Conducting a Causal Chain Analysis (CCA) Workshop to identify root causes from source to sea.
- Identification of leverage points and formulation of recommendations.

4.2.3. GESI Analysis

- Conduct a specific GESI analysis to identify how gender roles, norms and power dynamics influence water use, management and access within the basin.
- Collect gender-sensitive data disaggregated by gender and other social categories to understand the differentiated impacts of water-related issues on different groups.

- Utilise information generated to inform transboundary policies, including the Gender Policy and Strategy to be developed under Output 1.4.1 of the GEF 8 Project.

4.2.4. Source-to-Sea Integration

- Collaborate with the West Indian Ocean Marine Science Association (WIOMSA) to strengthen integration of coastal and marine ecosystem issues linked with the source-to-sea approach.
- Coordinate data collection and thematic reporting on biodiversity, hydrology, hydrogeology, water quality, socio-economics and the legal/institutional setting.

4.2.5. Private Sector Engagement

Involve the private sector in the TDA process in developing data, providing expertise, models and studies. Identify priority transboundary environmental problems in their areas of operations and incorporate their concerns into the formulation of action plans to remedy the problems.

4.2.6. Quality Control and Guidance of Thematic Reports

- Consolidation of consultation outputs and the participatory process.
- Guidance and Quality Control of thematic reports produced by specialist experts.
- Integration of the results of related activities into the draft TDA.

PHASE 3: TDA SYNTHESIS AND VALIDATION

4.3. Phase III: TDA Synthesis, Validation and Approval

4.3.1. TDA Synthesis Report

Consolidate thematic findings into a comprehensive TDA Synthesis Report that provides an integrated analysis of pressures, state, issues, and their immediate and underlying causes, including a complete Causal Chain Analysis and identification of critical knowledge gaps.

4.3.2. IncoMaputo Basin Atlas

Based on information gathered through existing information and thematic studies during the TDA and other existing sources, the IncoMaputo Basin Atlas will also be developed to raise awareness and disseminate findings to a wider audience.

4.3.3. Facilitation of National and Regional Validation Workshops

- Facilitate national and regional workshops to validate the draft TDA with government, civil society and the private sector.
- Consolidate validation feedback and incorporate comments from the INMACOM Member States and basin-wide stakeholders.

4.3.4. Ministerial Approval of the TDA

- Provide technical support to the Member States towards the approval of the final draft TDA at Ministerial level.
- Presentation of the TDA to the Project Steering Committee and to Member States.

PHASE 4: STRATEGIC ACTION PROGRAMME (SAP) DEVELOPMENT

4.4. Phase IV: Strategic Action Programme (SAP)

Through a highly participatory and consultative process, the Consultant shall undertake the following:

4.4.1. Strategic Planning

- Develop a vision, workplan and outline for INMACOM SAP, using GEF guidance and other information provided by the PMU, Governments of Eswatini, South Africa and Mozambique, and Stakeholders.
- In consultation with the PMU, Governments of Eswatini, South Africa and Mozambique institutions and other national/regional project partners, plan and organise the detailed steps for the development of the SAP.
- Plan and provide guidance and/or facilitation to the various steps for national and regional stakeholder workshops, i.e., SAP methodology, workplan and outlines.

4.4.2. Policy Integration and Action Formulation

- Analyse existing and future national and regional development objectives (from national and regional policies, legislation, development plans etc.), including the associated water demands for integration with the SAP.
- Develop INMACOM SAP activity lists and milestones based on stakeholder inputs.
- Facilitate the process for prioritisation of problem sets with supporting text.

4.4.3. Investment and Financing Strategy

- Propose a format for the preparation of specific projects to be presented at the International Cooperating Partners (ICPs) and donors' conference for funding.
- With inputs from the respective core team members, prepare, compile and edit the first draft SAP document (including budget and financing strategy, M&E and implementation plans).

4.4.4. Coordination and Expert Management

- Coordinate the inputs and outputs from consultancy experts and INMACOM and Lubombo TFCA working groups.
- Facilitate close coordination of SAP development aligned with the 3 NAPs, review NAPs and other local consultancy and/or working group outputs and provide guidance and feedback.

4.4.5. Validation and Approval of the SAP

- Facilitate national and regional workshops on the draft SAP.
- Integrate comments and inputs from relevant stakeholders (e.g. public and private sector, policymakers, planners, local communities, local leaders, civil society, NGOs and CBOs) into a final SAP.
- Be available to present the SAP during INMACOM's process to facilitate its approval by the Member States, ensuring that SAP actions clearly respond to the priority source-to-sea issues and causal pathways identified in the TDA.

PHASE 5: NATIONAL ACTION PLANS (NAPS) AND FINAL ENDORSEMENT

4.5. Phase V: National Action Plans (NAPs) and Endorsement

Through a participatory and facilitative process, the Consultant shall provide guidance to the National IWRM expertise, PMU, Government of Eswatini, Government of South Africa and Government of Mozambique, and Stakeholders on the preparation of the NAPs, ensuring alignment with the SAP and the agreed source-to-sea priorities.

4.5.1. NAP Facilitation

- Provide technical guidance to national IWRM experts and stakeholders during the preparation of National Action Plans in each Member State.
- Review draft NAPs to ensure alignment with the regional goals established in the SAP.
- Draft elaborated SAP for transfer to local consultants for NAP formulation.

4.5.2. Regional Validation and Steering Committee Briefing

- Facilitate validation workshops for the SAP and NAPs to confirm regional consensus.
- Prepare national and regional validation reports.
- Present the finalised TDA and SAP to the Project Steering Committee.

4.5.3. Final Ministerial Endorsement

- Provide technical support to the Member States to achieve ministerial-level approval for the SAP.

PHASE 6: RESOURCE MOBILISATION

4.6. Phase VI: Resource Mobilisation

4.6.1. ICPs Coordination

- Support Member States in preparing for International Cooperating Partners (ICPs) and Investment Roundtable conferences.
- Actively participate in ICP and/or Investment Roundtable conferences to present the SAP investment portfolio and secure funding.

5. DELIVERABLES AND PAYMENT SCHEDULE

All outputs should be inclusive of socio-economic as well as Gender Equity and Social Inclusion (GESI) reporting as required by UNDP/GEF and guided by the project Gender Action Plan and Stakeholder Engagement Plan and should reflect the source-to-sea framing adopted for the TDA/SAP process.

#	Deliverable	Description
1	Inception Report	Detailed work plan, budget, methodology, TORs for thematic experts, Capacity Building Plan (inclusive of GESI), and Table of Contents for the TDA Synthesis Report.
2	GEF8 Integration Workshop Attendance	Inform the design and attend the GEF8 Project Integration workshop to align the TDA/SAP workplan with all other project workstreams.

3	First Report on Transboundary Problems	First report on transboundary problems/issues and table of contents for the TDA and thematic reports.
4	Draft TDA Report	Draft TDA report which will include an updated causal chain analysis and critical knowledge gaps and source-to-sea diagnostic findings.
5	TDA Validation Reports	National and regional level validation reports on the TDA following workshops with Member States and basin stakeholders.
6	Final TDA Report	Final TDA report incorporating comments from validation meetings, INMACOM Member States and basin stakeholders, through the Basin-wide Stakeholder Committee (BASC).
7	ICP/Donors' Conference Support	Support Member States on preparation for ICPs and/or Investment Roundtable conference, including active participation in the conference.
8	TDA Presentation to PSC	Formal presentation of the TDA to the Project Steering Committee.
9	TDA Ministerial Approval Support	Technical support to water resources management departments in the 3 Member States on the approval of the final draft TDA at the Ministerial level.
10	SAP Objectives, Thematic Areas & Outline	Draft objectives, thematic areas, and policy & intervention options as well as the outline for the SAP.
11	Elaborated Draft SAP	Draft elaborated SAP for PMU transfer to local consultants for NAP formulation, including budget and financing strategy, M&E and implementation plans.
12	SAP/NAP Validation Reports	National validation reports of the SAP and NAPs, and a regional validation report of the SAP.
13	TDA & SAP Presentation to PSC	Presentation of the finalised TDA and SAP to the Project Steering Committee.

14	SAP Ministerial Approval Support	Technical support to water resources departments in the 3 Member States on the approval of the SAP at Ministerial level.
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5.1. Expected Outputs of the Consultancy

At the conclusion of the assignment, the following overarching outputs must have been achieved:

- TDA developed and approved at the Ministerial level.
- SAP developed and approved at the Ministerial level.
- NAPs development by local consultants facilitated, who are then expected to validate them at the national level in the respective countries.

6. CONSULTANCY REQUIREMENTS

6.1. Team Composition and Lead Consultant Qualifications

6.1.1. Eligibility

The Consulting Firm should be a registered entity or individual with proven experience in the GEF TDA/SAP process. The consultant should have the following qualifications and experience:

- The Team Lead should have a minimum of an MSc degree in Water Resources Management, political science, law, or other related fields. A PhD will be an added advantage. The additional team of experts should meet the requirements of the assignment and defined scope of work.
- At least 15 years of experience working with governments and international agencies.
- Sound understanding of and 10 years of experience in designing GEF TDA/SAP processes.
- Sound understanding of International River Basin Management principles and approaches.
- Demonstrated experience in working with participatory methodologies.
- Knowledge or experience in working on issues of governance, policy development and strategy formulation.
- Excellent and demonstrated communication, consultation, editing and drafting skills.
- Experience in transfrontier conservation/landscape stewardship programming and/or other regional experience such as Disaster Risk Reduction and/or Climate adaptation programming would be a distinct advantage.

- Working experience and production of documents in English. Portuguese language skills are an asset. Knowledge of transboundary issues in the Incomati and Maputo river basins is a distinct advantage.

6.2. Technical Support Team Requirements

- The team leader is expected to identify and recommend other skills that may be required in the successful development of the TDA/SAP.
- The team leader will provide guidance to the PMU and other specialists who will take part in the development of the TDA/SAP.
- The team leader is expected to be hands-on in various thematic areas of the TDA/SAP process for the Incomati and Maputo River Basin project.

7. ADMINISTRATIVE AND INSTITUTIONAL ARRANGEMENTS

7.1. Timeline

It is anticipated that the consultancy will run from 1 July 2026 to 30 June 2028. It is anticipated that 200 days will be required for this assignment.

7.2. Workstation and Travel

The consultancy is expected to travel to the INMACOM countries (Eswatini, Mozambique and South Africa), as necessary. When necessary, office space can be provided by the hosting institutions. All travels require prior authorisation by the GWPSA.

7.3. Reporting Lines (PMU and INMACOM Secretariat)

The Consultant will work in close cooperation with the INMACOM Secretariat in Mbabane, Eswatini and the Project Management Unit (PMU) of the GEF8 programme, also in Mbabane, implemented through the Global Water Partnership, Southern Africa (GWPSA) office.

8. EVALUATION CRITERIA

Proposals will be evaluated on a combined technical and financial basis. The technical proposal will account for 80% and the financial proposal for 20% of the total score.

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

Technical Proposal Evaluation (FORM 1)		
Expertise of the Firm / Organization/Individual		Points Obtainable
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing General Organizational Capability which is likely to affect implementation <ul style="list-style-type: none"> • Financial Stability • Loose consortium, Holding company or One firm • Age/size of the firm • Strength of the Project Management Support • Project Financing Capacity • Project Management Control 	10
1.2	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.) Quality assurance procedure, warranty	10
1.3	Relevance of: <ul style="list-style-type: none"> • Specialized Knowledge • Experience on Similar Programme / Projects • Experience on Projects in the Region • Work for major multilateral/ or bilateral programmes 	10
SUB TOTAL		30

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

Technical Proposal Evaluation (FORM III)		
Management Structure and Key Personnel		Points Obtainable
3.1	<p>Team Leader – Transboundary Diagnostic Analysis Expert</p> <ul style="list-style-type: none"> General Qualification Suitability for the Project International experience Experience in the SADC region river basin organisations (RBOs) and Maputo and Incomati basins with regards to scope of work Prior experience in TDA-SAP development, facilitation and other GEF-IW frameworks Experience working with RBO Commissioners Training experience Professional experience in the area of specialization Knowledge of region Language qualification 	30
SUB TOTAL		30
GRAND TOTAL		100

9. APPLICATION PROCESS AND EVALUATION CRITERIA

9.1. Submission Requirements

The applicant is expected to submit separate Technical and Financial Proposals clearly detailing the total number of days to complete work and daily rates inclusive of all anticipated costs in United States Dollars (USD) during the period of assignment. The term “all-inclusive” implies that all costs (professional fees, communications, consumables, VAT, etc.) that could be incurred by the Consultant in completing the assignment are already factored into the daily fee submitted in the proposal. However, travel costs should be identified separately in line with proposed activities and allocated consulting days.

9.2. Submission Deadline and Contact

Electronic Technical and Financial proposals should be submitted in the English Language with a subject line clearly titled:

“Professional consultancy services for a Transboundary Diagnostic Analysis (TDA) expert to gather, analyse and consolidate information for TDA and Strategic Action Programme (SAP) development in the Incomati and Maputo river basins”

Proposals should be submitted through email to:

- Procurement – gwpsaprocurement@gwpsaf.org
- Ms Nontobeko Mlangeni – nontobeko.mlangeni@gwpsaf.org

Deadline for submission: 15 July 2026