



SOUTHERN AFRICAN DEVELOPMENT COMMUNITY GROUNDWATER MANAGEMENT
INSTITUTE (SADC-GMI)

WORLD BANK ASSISTED
Project ID: P127086

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TERMS OF REFERENCE FOR:

**CONSULTANCY SERVICES TO FACILITATE ESTABLISHMENT OF NATIONAL FOCAL
GROUPS IN SADC MEMBER STATES.**

Contract No. Contract No: **ZA-SADC-GMI-136057-CS-CQS**

1. Background

The SADC Secretariat, through the Directorate of Infrastructure and Services – Water Division, in Gaborone, Botswana received a grant through the World Bank to implement the Sustainable Groundwater Management in SADC Member States project.

The Southern African Development Community Groundwater Management Institute (SADC-GMI) is a regional centre of excellence on groundwater management hosted by the University of the Free State in Bloemfontein, South Africa on behalf of and under the strategic guidance of the SADC Secretariat, Directorate of Infrastructure and Services – Water Division, in Gaborone, Botswana. The SADC-GMI is currently implementing the World Bank funded project, "Sustainable Groundwater Management in SADC Member States"

The vision of the SADC-GMI is to ensure the equitable and sustainable use and protection of groundwater in the SADC region, as well as being a centre of excellence in the areas of groundwater management and management of groundwater dependent ecosystems. The role of the SADC-GMI will be to:

- Promote sustainable groundwater management and solutions to groundwater challenges in the SADC region through building capacity, providing training, advancing research, supporting infrastructure development, and enabling dialogue and exchange of groundwater information.
- Conduct and support SADC Member States in groundwater research, and serve as a focal interlocutor with national, regional and international groundwater initiatives.



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The World Bank funded project which the SADC-GMI is implementing comprises four main components, with each component comprising several sub-components:

- Component A:* Operationalising the SADC-GMI;
- Component B:* Enhancing institutional capacity of governments in SADC Member States and transboundary organisations;
- Component C:* Improving availability of and access to knowledge, scientific research and data on groundwater; and
- Component D:* Promoting infrastructure solutions for sustainable groundwater management.

Under sub-component A3 the SADC-GMI wishes to assist with establishing, capacitating and supporting National Focal Groups in all SADC Member States. The National Focal Groups will be composed of decision makers/planners, groundwater practitioners, researchers and others engaged in national groundwater issues in each respective Member State.

The overarching objective of establishing the National Focal Groups is advocacy for sustainable groundwater management in the Member States. Roles and responsibilities of the National Focal Groups shall include but not limited to supervision of sub-grants scheme implemented by the SADC-GMI. In addition, the NFG's shall operate as a lobby group to Central Government on matters relating to sustainable groundwater management. The primary roles of the National Focal Groups include the initiation, conceptualisation, development and supervision of implementation of pilot projects through sub-grants as well as lead advocacy and capacity building for sustainable groundwater management in the respective Member States.

These Terms of Reference (ToR's) are for enlisting the services of a Firm of Consultants to establish and operationalise the National Focal Groups as described above.

2. Objective of the Assignment

The key objective of this assignment is to establish and operationalise national focal groups in the Member States through the development of Terms of Reference (ToR) for the National Focal Groups, conduct stakeholder analyses and deliver training for the National Focal Group in each Member State to perform their functions.

3. Specific Tasks and Activities

To achieve the objectives of this assignment, the successful Consultant will undertake the following core tasks:

3.1 Task 1-Develop a Generic TOR for the National Focal Groups

In order to achieve this task, the following will have to be executed

- a. Conduct Desktop study of the Project Document for the Sustainable Groundwater Management in SADC Member States project (P120786);
- b. Conduct Desktop study of the Sub-Grant Manual of the Sustainable Groundwater Management in SADC Member States project (P120786);
- c. Study the SADC-GMI "Capacity Needs Assessment to Determine Priority Challenges for Capacity Development Initiatives in Member States" report produced by University of Western Cape in May 2018;

- d. Study the national and regional Gap Analyses reports as well as Guidelines produced by Pegasys under the "Policy, Legal and Institutional Development for Groundwater Management in the SADC Member States (GMI-PLI)" project;
- e. Study the Activity Reports as well as the "SADC-wide Framework for Groundwater Data Collection and Management" produced by International Groundwater Resources Assessment Centre (IGRAC) and the Institute for Groundwater Studies (IGS) of the University of the Free State in April 2019 under the "Capacity Building for Groundwater Data Collection and Data Management in SADC Member States (GWdataCoM)" project;
- f. Study the project proposals approved by SADC-GMI and under implementation through the sub-Grant Scheme in Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, Tanzania, Zambia and Zimbabwe;
- g. Request and consult any other documentation available at SADC-GMI and its partners where responsibilities of Member States in the groundwater sector may have been discussed including SADC Groundwater Conference proceedings, Newsletters, Training reports as well as surf through the SADC-GMI website;
- h. Hold relevant consultation meetings with SADC-GMI and the respective Consultants indicated above who implemented projects for SADC-GMI involving the Member States and
- i. Develop Generic Terms of Reference for National Focal Groups aligned to existing policy, legal and institutional frameworks and mandates in the region

3.2 Task 2-Establishment of National Focal Groups in the Member States

The consultant shall implement the following sub-tasks to accomplish this task.

- a. In liaison with the National Focal Persons from Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, Tanzania, Zambia and Zimbabwe respectively as will be introduced to the Consultant by SADC-GMI, identified a suitable Member State In-Country Counterpart based on the profile for **Key Expert 3** under Section 6 of these Terms of Reference. The selection process will include the collection of relevant CVs and their approval by the National Focal Person and SADC-GMI. The **Key Expert 3** in each Member State will spend up to 10 man-days on the project.
- b. In liaison with the National Focal Persons and the Member State In-Country Counterparts of Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, Tanzania, Zambia and Zimbabwe respectively; and using the outcome of the desktop studies conducted under Task 1 above, conduct a Stakeholder analysis and identify institutions and individuals to participate on the National Focal Group from public sector, private sector, International and National NGOs, Civil Society, Development Partners, Research Institutions, River Basin Organisations, Water Utilities, and any other relevant organisation.
- c. Submit Stakeholders list to SADC-GMI and obtain approval from both SADC-GMI and the Focal Person to invite approved stakeholders to be part of the National Focal Group in the respective Member State
- d. In liaison with SADC-GMI, the Focal Person and the Member State In-Country Counterpart, invite participants to be part of the National Focal Group and compile a formal Stakeholders' register of the participants for SADC-GMI and the National Focal Person for follow-up. The said register should contain details such as name, contact details, core business in the groundwater sector, potential contribution on the National Focal Group and any other details as to be agreed with SADC-GMI and the National Focal Person during

the project implementation. Under this sub-task, jointly explore with the members of the National Focal Group, opportunities to identify institutions amongst the stakeholders that can work with the Nation Focal Person to lead/host the National Focal Group activities. This sub-task may also lead to a small team to steer the activities of the National Focal Group in each Member State under terms agreed amongst the members

3.3 Task 3 - Determination of Training Needs for The National Focal Groups

To achieve this sub-task, the following will be done:

- a. In liaison with the National Focal Person, Member State In-Country Counterpart and SADC-GMI, conduct a rapid training needs assessment for each participant included on the approved National Focal Group in each Member State. The training needs assessment should focus on the roles identified in the Generic Terms of Reference for National Focal Groups developed under Task 1 above
- b. If deemed necessary, adapt the Generic Terms of References for National Focal Groups to be aligned with the needs of the specific Member State
- c. Develop a 3 days training programme on the basis of the identified Training Needs and prepare the necessary training materials

3.4 Task 4: Implement 3 Day Training for the National Focal Groups.

The following sub-tasks shall be performed under this task:

- a. Identify venue for the training in the respective Member State in consultation with SADC-GMI and the National Focal Person. Where possible free venues should be sought
- b. Facilitate the invitation of the identified and appropriate National Focal Group participants to the training in consultation with SADC-GMI and the National Focal Person
- c. In liaison with National Focal Person and SADC-GMI, organise and deliver the training in the respective Member State using the materials developed under Task 3. The participants' costs, venues and other training costs will be borne directly by SADC-GMI. The Consultant will be responsible for their own professional fees, travel and reimbursable costs to be able to deliver the training in the Member State for up to 35 participants. The consultant should therefore include this component of their costs in their financial proposal.
- d. Facilitate an Evaluation of the training by the participants
- e. Produce a training report for each Member State detailing the level of accomplishment of the training objectives and necessary follow-up training
- f. Produce an updated Training Needs Assessment report of the concerned Member State

4. Key Outputs

The Consulting Firm is responsible for production of the following key outputs.

- a. Kick-off Meeting held within one week from date of commencing the assignment and minutes produced by the consultant and approved by SADC-GMI;
- b. Recruitment of **Key Expert 3 – Member State In-Country Counterparts** completed 4 weeks after commencing the assignment;
- c. Project inception report completed 6 weeks of commencing the assignment;
- d. Generic Terms of Reference for National Focal Groups developed 6 weeks after commencement of the project;
- e. Register of National Focal Group Members produced for Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, Tanzania, Zambia and Zimbabwe respectively 14 weeks after commencement of the project;
- f. 3 days training programme and training materials prepared 18 weeks after commencement of the project on the basis of the adapted Member State specific Training Needs Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, Tanzania, Zambia and Zimbabwe respectively;
- g. 20 weeks after commencing the project, 3 day training delivered to up to 35 participants of the National Focal Groups in any five of the Member States of Angola, Botswana, Eswatini, Lesotho, Malawi, Mozambique, Namibia, Tanzania, Zambia and Zimbabwe, depending on which ones will have completed the preceding steps and hence will be ready to undergo the training at that point;
- h. Training report for each of the Member State National Focal Group trained produced within 2 weeks after completion of the training detailing the level of accomplishment of the training objectives and necessary follow-up training;
- i. An updated Training Needs Assessment report for each of the Member State's National Focal Group produced within 3 weeks after completion of the training;
- j. Final Project Completion Report produced within 24 weeks after commencement of the project
- k. Monthly interim progress reports to SADC-GMI starting 8 weeks of commencing the assignment and thereafter by 2nd week of the consequent month.

5. Eligibility

The ideal Consulting Firm should be a registered Company with proven experience in any of the following disciplines: Organizational Development, Governance, Institutional Strengthening, Training & Development, Human Resources, Leadership or other related area. A track record of more than 10 years in Organizational development, Training & Development preferably in the water sector or natural resources management environment in sub-Saharan Africa, particularly the SADC region and experience with donor funded projects is essential. The Consulting Firm should demonstrate a proven track record of successfully completing at least 3 similar assignments, of which one should have been in the SADC region.

The Consulting Firm should demonstrate their capacity to mobilise Member State In-Country Counterparts who will support the activities in the concerned Member State. The counterpart expert should be selected from a relevant strategic institution within the Member State in order to build national capacity for the subject matter.

6. Team Composition

**Key Expert 1: Team Leader (Institutional Development Expert).
(50 Man-days)**

To ideally possess at least a degree level academic qualification in Business Administration or equivalent specialising in institutional development, governance, development studies or similar qualification. Familiarity with the regional integration and development agenda in the

SADC region is essential, particularly in the water sector through participation in at least 2 multi-country institutional assessment and development projects implemented in the SADC region. Should demonstrate capacity to manage and lead complex regional assignments. At least 10 years' experience in institutional assessment and organisational development in the public sector/national Government Ministries, departments, Non-Governmental Organisations and the Private Sector. Previous team leadership on at least 3 similar organisational development assignments for similar institutions in the SADC region is required. Ability to facilitate decision making and training workshops is a prerequisite. Fluency in English language. Fluency in French and Portuguese will be an added advantage. Outstanding communication and report writing skills are mandatory.

Key Expert 2: Capacity Development and Training Specialist (80 Man-days).

A qualified Capacity Development Specialist to support the Lead Consultant with capacity needs assessment, developing and delivering trainings on the broad range of topics in the Member States. The ideal person should be in possession of degree qualification in Social Sciences, organisational strengthening or any other relevant field with 10 years' experience working in water related institutions. A Bachelor's degree and 5 years' experience in Human Resources Management or related capacity development field is acceptable. The Specialist should have proven knowledge in facilitating training, adapting or delivering new training tools and techniques to help document the formulation, capacity building and training of the National Focal Groups. Must be a Self-starter that can work autonomously with little direction but with exceptional collaboration and communication and writing skills. A confident communicator with good interpersonal skills necessary for the advocacy required for the National Focal Groups. A good negotiator demonstrating Commercial awareness and attention to detail.

Key Expert 3: Member State In-country Counterpart (a total of 100 Man-days)

The successful Consulting Firm will, upon commencement of the assignment as indicated in the deliverables, be required to identify and recruit a Member State In-Country Counterpart from each Member State who will assist with implementation of this assignment in the respective country. **It is therefore a requirement that at the time of submission of Technical Proposals, bidders demonstrate their willingness and ability to identify and appoint these Counterparts within the timeframe indicated in the Outputs section of this TOR.**

The selected counterparts should ideally and minimally possess a Bachelor's degree in any one of the disciplines necessary to undertake water related institutional development for improved groundwater management and governance. The successful candidate should have at least 10 years' experience working on the relevant national issues covered under this assignment which should include groundwater governance and technical issues related to groundwater. The ideal candidates should demonstrate in-depth understanding of policy, legal and institutional frameworks of the water sector in their respective Member States.

The Consulting Firm shall include in their submission a proposal for the deployment of the key experts and any non-key experts and support staff deemed necessary to timely deliver the objectives of the assignment.

7. Schedule and Duration of Assignment

This is a once-off assignment without any obligation for follow-up work and it is intended to be implemented over an estimated period of 6 months from contract commencement with an estimated aggregate level of effort of 230 man-days for the key experts only

8. Liaison and Logistics

- a. On a day to day basis, the consultant will liaise with the SADC-GMI through the Governance and Institutional Consultant;
- b. Logistics pertaining to international air and road travel and cross-border travel are the responsibility of the consultant. However, if required SADC-GMI can arrange necessary letters of support to facilitate the authorities issuing access to the Member States;
- c. The Consultants will meet the costs for lodging, car hire, visas and necessary cross border charges. These should therefore be included in the Consultant's technical and financial proposal.