**Terms of Reference**

**for a Consulting Contract**

**Documentation of case studies**

Status: 13th October 2017

Timeframe: November 2017 – March 2018

Scope: 60 expert days

Financed and contracted by:

Transboundary Water Management in SADC Programme

Project Number: 15.2076.6-008.00

Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ)

Gaborone, Botswana

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

* 1. **Rationale**

The programme has implemented 3 successful pilot projects on (1) Wetland Rehabilitation, (2) Community Based Flood Early Warning and (3) Water Loss Reduction. The projects’ approaches, achievements as well as success factors and lessons learnt during implementation need to be synthetized and made available for water practitioners and decision makers in the region and globally. They will equally serve as a basis for replication and upscaling in other parts of the SADC region. The printed version of case studies will be shared at Technical Meetings, SADC Exchange Fora (SADC RBO Workshop, Utilities Workshop etc.) and on SADC and RBO Websites.

The key questions to be answered in the studies are the following:

* What was the approach taken? (Document the Piloting process: needs analysis, development of hypothesis, test, result)
* What were the achievements of the pilot projects? Was initial thesis verified/falsified)
* What were the success factors (what contributed to the success of the projects)?
* Which were the benefits to the communities/ultimate beneficiaries
* Which role did gender considerations play?
* What needs to be taken into account when replicating?
* What are the benefits of private sector engagement?
* What were the challenges in relation to sustainable financing?
* What are the challenges concerning Monitoring and Evaluation?
* Which role do the different actors play (SADC, RBOs, Member States, ICPs and Private Sector)?
* Which lessons were learnt concerning the strategy and process?
* How to monitor and deal with unintended impacts?
* Which were the considerations concerning project timeframe?
1. **Objectives**

The objective of this assignment is to promote successful pilot projects to be taken up for upscaling or replication in other contexts. The Case Studies will provide the reader with the projects’ approaches, their achievements as well as the lessons learnt and success factors. They will furthermore provide guidance on the prerequisites and challenges for implementation on the ground.

1. **Target Audience**

The target audience for the two case studies consists primarily of the programme’s direct and indirect partners on the regional and Member States level. It particularly focuses on decision makers and technical services in SADC Member States. Other targets groups are ICPs, partners from civil society and the private sector and relevant media representatives.

1. **Tasks**
* Analyse relevant documents
* Discuss the respective objectives, approach and methodologies with GIZ.
* Conduct interviews with resource persons in Botswana, Lesotho, Mozambique, Namibia and South Africa to capture regional, national and local “voices” and perspectives to complement the information received by GIZ and the provided literature.
* Draft a content and layout concept and discuss with GIZ Team
* Elaborate Drafts for the three case studies
* Elaborate a Dissemination Concept for the Case Studies (1-2 pages)
* Conduct a one day workshop for each case study in Gaborone with GIZ Team and relevant partners for consultations,comments, suggestions and fine-tuning
* Finalize case studies (including proofreading)
* Submit printable data

The contractor will source relevant information from key documents and will liaise with designated programme staff and partners. The contractor will produce a draft case study as well as a draft layout. The latter includes proposing suitable photos, including purchasing stock photography where needed, maps and infographics. The programme will have the opportunity to comment on all drafts before finalization, including on texts and infographics, and the selection of photos. The contractor will follow the Corporate Design Guideline developed by the project (see attachment). No more than 60 expert days are proposed for carrying out the assignment; no more than 20 of those are to be spent for on-site research and consultations.

1. **Deliverables and Timeframe**

The services under this contract will be provided between 23th November 2017 and 15th March 2018.

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| **No.** | **Deliverable**  | **Due date** |
| 1 | Content Concept/ Outline for 3 Case Studies | 4 December 2017 |
| 2 | Draft for Case Study I (incl. layout, photos etc.) | 18 December 2017 |
| 3 | Draft for Case Study II (incl. layout, photos etc.) | 20 January 2018 |
| 4 | Draft for Case Study III (incl. layout, photos etc.) | 10 February 2018 |
| 5 | Dissemination concept for all case studies (3-4 pages) | 10 February 2018 |
| 6 | Print-ready and web ready English version of 3 Case Studies to GIZ TWM (max. 16 pages each) | 28 February 2018 |
| 7 | Print-ready French and Portuguese versions of 2 Case Studies to GIZ TWM (max. 16 pages each) | 15 March 2018 |
| 8 | Web-ready French and Portuguese versions of 2 Case Studies to GIZ TWM (max. 16 pages each) | 15 March 2018 |
| 9 | The following are submitted to GIZ TWM:* All purchased stock photos for future use by the programme where permitted by the license
* Infographics and other visualisations
* Editable versions of Case Studies

Plain text version of complete text content | 15 March 2018 |

1. **Background information**
	1. **Case Study I: Wetland Protection (Lesotho)**

The Vaal and the Orange are the most important rivers in the Orange Senqu River Basin. They supply drinking water and water for industry and businesses in major parts of Botswana, Lesotho, Namibia and South Africa. The majority of the water comes from the Drakensberg and Maluti Mountains in the border area between Lesotho and South Africa. The above-average rainfalls and snowfalls are absorbed in alpine (peat) wetlands in Lesotho’s highlands during the rainy season and winter respectively, and released over the rest of the year into the rivers and streams. These form the main source for the large water storage and dam infrastructure built throughout Lesotho. The Katse dam and tunnel system built by the joint Lesotho-South African “Lesotho Highlands Water Project” supplies more than 11,000,000 people with water in the larger Gauteng (Johannesburg) area, surrounding cities and towns as well as industries. However, the wetlands of Lesotho are endangered due to heavy poor land and range management practices which have resulted in overgrazing and extensive soil erosion as well as gully formation. This threatens the long-term water security and supply of the entire region and will be exacerbated by the effects of climate change.

With the support of SADC and GIZ and under the auspices of the Orange-Senqu River Commission, the Lesotho authorities have established gabion structures and small weirs in a pilot area that allow the wetlands to re-saturate in the short term. At the same time, the local authorities work closely with farmers and herders to introduce a more sustainable management of the wetland and rangeland areas. This helps protect the important ecological functions of the wetlands. Local sheep and livestock farmers also benefit from increased productivity thanks to the changed grazing practices.

The results of the pilot phase already indicate that the wetland and rangelands regenerate into their natural state. Measures protecting the source area of the Orange Senqu River from overgrazing and gully formation guarantee the sustainable water supply of up to 45,000 people in the Johannesburg metropolitan area in South Africa. The government of Lesotho will therefore introduce a new range management regime together with farmers and herders throughout the catchment area. The European Union has announced to support the project with up to 35,000,000 EUR. At the same time other ICPs directly work with government departments and the local grazing associations to introduce the new rangeland management approaches to more farmers and herders.

The Case Study will clearly carve out the approach and the achievements of the projects as well as identify success factors and challenges for other countries to replicate similar approaches and for Lesotho to have a basis for the planned upscaling. The contractors will base the case study on a number of important project documents as listed below:

* Project Reports (reports by GIZ and the implementing consultant, Lesotho government, ORASECOM etc.)
* Various publication materials
* Report GIZ Hot Spot Evaluation on the initial phase of the project (2014)
* Relevant sections of the Evaluation Report of the Transboundary Water Management in SADC Programme (2015)
* Report of the end of implementation evaluation of the pilot project (2017)

In addition to the guiding questions defined in Section 1.2, the additional key questions to be answered in this case study are the following (the information to answer these questions in the case studies will be provided by the GIZ team):

* What are the long-term requirements for the protection of the Lesotho highlands? Which approach (physical interventions vs. biological and rangeland management interventions) works best and why?
* What is necessary to achieve a holistic change to the rangeland management system in Lesotho? Which stakeholders are required to succeed in a long-term protection of the wetlands (national, river basin, users, communities, traditional structures etc.)?
* Are there other complimentary livelihood opportunities or lasting solutions that could be considered to lessen the dependence on wetlands resources?
* What are the challenges with utilising private sector engagement and resources in a public sector driven process?
	1. **Case Study II: Community Based Flood Early Warning (Mozambique)**

To ensure that the disaster management authorities in SADC member states are better prepared for floods and are enabled to warn the population in due time, a community based flood early warning system has been developed on the Lower Limpopo. Over 900,000 people along the Mozambican side of the Limpopo River can now be reached and warned timely. Disaster Risk Committees were formed in the villages, which in the event of a cyclone or a flood, inform their communities so that people and livestock can be brought to safety. The GIZ TWM approach was based on the understanding that a functioning flood early warning system consists of and depends on the seamless interaction of three main components:

1. The registration, transmission and reception of reliable hydrometric and meteorological data through a functioning automated monitoring network.
2. Joint interpretation and simplified, harmonized communication between the involved competent authorities (ARA-SUL and INAM Gaza) and the affected communities’ disaster risk committees.
3. Capacity development of the disaster risk management committees as local key actors and recipients of the warning messages.

The Case Study will carve out the approach and the achievements of the projects as well as identify success factors and challenges for other countries to replicate the approach and for Mozambique to upscale the project in other river basins. The contractors will base the case study on a number of important project documents as listed below:

* Project Reports (including Workshop reports, Standard Operational Procedures, etc)
* Publication materials
* Report GIZ Hot Spot Evaluation after the floods in 2013
* Relevant sections of the Evaluation Report of the Transboundary Water Management in SADC Programme (2015)

In addition to the guiding questions defined in Section 1.2, the additional key questions to be answered in this case study are the following (the information to answer these questions in the case studies will be provided by the GIZ team):

* The importance and impact of Gender Mainstreaming for a community based flood early warning system
* The requirements to ensure the sustainability of the early warning system

* 1. **Case Study III: Water Loss Reduction (South Africa, Lesotho, Botswana, Namibia)**

Over the past 7 years the TWM program initiated 5 PPP programs for water loss reduction and sustainable water management in South Africa, Lesotho, Botswana and Namibia.

The principle followed was to link a public entity with a private company contributing to a common project adhering to the developmental principles of ownership, financial sustainability, gender, capacity development and poverty reduction.

Emfuleni with Sasol and WUC-Gaborone with FNB were prize winning projects in their efforts to massive water loss reduction and money savings. Polokwane with the help of SABMillers interested Anglo-American as a private investor for waste water treatment. The wetlands rehabilitation pilot in Lesotho received major assistance from the adjacent Letseng Diamond Mine. Supported by a Cabinet decision Namibia managed to rally the City of Windhoek, NamWater and strong allies form the private sector for its popular National Water Savings Campaign. Although each project has its own history and, there are a few similarities, which are worth carving out and analyzing.

In addition to the guiding questions defined in Section 1.2, the additional aspects to be analyzed in this case study are the following:

* Why Piloting in Water Loss Reduction? The relevance of convincing demo projects.
* Importance of involving the private sector
* How to bridge the gap in „corporate cultures“ (Public Administration vs. Private Sector)
* The importance and relevance of seed funding
* The challenge of negotiating contractual arrangements in a multi-party context
* GIZ’s role: “Convening Power”, Broker, Quality Assurance
* Lessons learnt on management and steering: Importance of ongoing dialogue with local politicians, technicians, private sector
* How to record, monitor, analyse and communicate facts and figures?
* Successful communication around WLR Pilots and how to reach decision makers for roll-out and upscaling
* Why and how to link organizational and capacity building with pilot projects (sustainability considerations)
* The role of impartial observers (supervision)
* Non intended impacts: Leverage because of demo-effect
* Lessons learnt: Importance of ongoing reflection rounds with stakeholders and decision makers and setting realistic goals
* How to prepare an upscaling and/ or exit strategy

Further Documentation: Factsheet, Reports

* 1. **Documents to be provided by GIZ**

GIZ TWM will provide a 2-page factsheet on each of the above mentioned topics. Furthermore technical reports and documentation will be provided to the contractor.

* 1. **Photos to be used in publication**

The contractor will travel to project sites and take professional photos; HD photos can also be purchased by contractor from stock photos.

* 1. **List of persons to be interviewed**

A list of resource persons for each case study will be provided by GIZ TWM.

* 1. **Capacity Development and Gender**

For each case study, special attention should be paid to the capacity development processes followed across all the levels. Specifically an assessment of whether gender considerations were made in the 3 projects is required: What was the impact or benefit of taking into account gender considerations? A Gender responsive checklist will be provided by GIZ TWM to assist in this regard, but the relevant insights should not be limited to this tool.

1. **Required Skills**

A team of experts with the proven ability to document and disseminate complex topics and operate in a politically highly sensitive environment is required to implement the assignment. The team will assume full responsibility for the overall preparation, coordination and implementation of the assignment as well as the submission of all deliverables. The team of experts should collectively meet the following qualifications and experience requirements:

* At least ten years of experience working in the SADC region
* Demonstrated ability in journalistic writing
* Demonstrated skill of documenting complex projects and communicating them to different target groups
* Demonstrated ability in graphic design
* Professional Photography Skills
* Experience in coordinating the implementation of a multi-sector and multi-level assignment across multiple countries
* Ability to mobilise local resources (such as “fixers,” journalists, photographers, videographers, translators), where needed, as part of the assignment
* Preferably: Good knowledge of regional and national SADC structures as well as regional and national and implementation organisations

The ability to travel to Botswana, Lesotho, Mozambique, Namibia and South Africa is required. Experience in working with governmental and international organization stakeholders, including SADC, will be an advantage. Previous experience in translating the technical nature of GIZ work and contributions to a non-technical audience will be an advantage.