

TECHNICAL SPECIFICATIONS BOOK – TERMS OF REFERENCE CONSULTING SERVICES IN PROJECT MANAGEMENT ASSISTANCE

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Regarding the service

**Project Management Assistance for OKACOM and the
CORB Fund as part of the project supporting the structuring
of the CORB Fund**

SUMMARY

ARTICLE 1.	Presentation of AFD	3
ARTICLE 2.	Presentation of the Prescriber Service	3
ARTICLE 3.	Context and objectives of the mission	3
3.1	The project in its context	3
3.2	Project description.....	6
ARTICLE 4.	Subject of the contract	10
ARTICLE 5.	Expected service in the context of this consultation.....	10
5.1	Detail of the expected service.....	11
5.2	Terms and specific requirements for implementation	13
5.3	Delivery/execution conditions and contact persons	13
5.4	Expected methodology	13
5.5	Estimated duration of the service, intermediate stages, intervention times, etc.....	13
5.6	Expected deliverables	14
5.7	Skills expected from the Provider	14
ARTICLE 6.	Validation of deliverables by AFD	15
6.1	Deliverable validation process	15
6.2	Criteria for validating deliverables.....	15
ARTICLE 7.	Constraints imposed by AFD	16
7.1	Use of the French language	16
7.2	Access of the provider's staff.....	16
ARTICLE 8.	Means made available to the Provider	16
ARTICLE 9.	Provisional planning of the service.....	17

ARTICLE 1. Presentation of AFD

The Agence française de développement (AFD) group is a public institution that finances, supports and accelerates transitions towards a more just and sustainable world. French platform for public development aid and sustainable development investment, we are building with our partners shared solutions, with and for the populations of the South.

Our teams are involved in more than 4,000 projects on the ground, in the overseas departments and in 115 countries, for the common goods of humanity – climate, biodiversity, peace, gender equality, education or even health. We thus contribute to the commitment of France and the French in favor of the Sustainable Development Goals. For a world in common.

Through grants, loans, guarantee funds or debt reduction and development contracts, AFD finances projects, programmes and studies and supports its partners in the South in building their capacities.

Its subsidiary **Proparco** (www.proparco.fr) supports private investments. Dedicated to mobilizing French public expertise.

Interministerial actor of international technical cooperation, **Expertise France** (www.expertisefrance.fr) joined the AFD group on January 1, 2022. Second largest agency in Europe, it designs and implements projects that sustainably strengthen public policies in developing and emerging countries. It intervenes in key areas of development and contributes alongside its partners to the achievement of the Sustainable Development Goals (SDGs).

AFD also collaborates with French and international academic networks to fuel debates and forward-looking reflections on development.

It manages the French Global Environment Facility (FFEM), **which co-finances projects reconciling environment and development.**

All information related to AFD, and in particular its Ethics Charter that the service provider is strongly invited to consult, are accessible on the following link : www.afd.fr.

ARTICLE 2. Presentation of the Prescriber Service

The mission of the AFD Water and Sanitation division is to promote and lead interventions in the fields of water resources management, flood prevention and protection, access to drinking water, and wastewater and stormwater treatment, in both rural and urban areas.

ARTICLE 3. Context and objectives of the mission

3.1 The project in its context

The Okavango basin and its challenges

The Cubango-Okavango River Basin (CORB) is a large river basin (about 700,000 km²) in Southern Africa spanning three countries, from forested mountains in central Angola to ecologically rich wetlands in the north-east of Namibia and northern Botswana to the Okavango Delta. The Delta is the jewel of the CORB, globally recognized as a unique inland delta with a valuable ecosystem, home to remarkable biodiversity – embodied by its status as a Wetland of International Importance (Ramsar site) and became the 1000th

UNESCO World Heritage Site in 2014. The water sources of the delta come from a vast water tower located in Angola and the waters then descend via the rivers Cubango and Cuito, which are vital for the ecosystems of the CORB.

The CORB is characterized by low population densities (about 1.2 million people living in the basin), low human development indicators and significant poverty rates (75% for the part of the basin in Angola, 60% for Namibia, 54% for Botswana). The basin is generally rural and its population lives largely from agriculture. Over the last 20 years, according to data produced in the preliminary studies for the creation of the CORB Fund, more than 200,000 hectares of forest have been lost and some 830,000 hectares of forest have been degraded due to commercial logging, clearing by small farmers and the production of charcoal. In Angola, the civil war that lasted 30 years has considerably hindered socio-economic development in the upper watershed. Since the end of the conflict, incremental developments have taken place and several large-scale projects, including large irrigation schemes and hydroelectric dams, have been proposed. These projects, along with an increase in population growth, development of infrastructure and changes in land use, have significant impacts on hydrological flows and water quality in the basin. In Namibia but especially in Botswana, tourism developed around the emblematic sites of the Okavango Delta constitutes a very significant windfall accounting for more than 12% of Botswana's GDP in 2023. This activity has an interest in preserving the basin while having an impact on the ecosystems.

The CORB plays a crucial role in terms of ecosystem services, particularly for flood regulation, groundwater recharge, and nutrient cycles. The ecological integrity of the CORB ecosystems strongly depends on seasonal floods and sediment transport.

The CORB Fund, a tool to better preserve this unique cross-border basin

The Permanent Okavango River Basin Water Commission (OKACOM) was established in 1994 through a tripartite agreement between Angola, Botswana and Namibia, in response to the growing issues related to scarcity of resources and increased needs in the early 1990s, despite the conflict in Angola. The post-conflict period that began in 2002 allowed OKACOM to receive new support from international donors (GEF, USAID). In 2007, the three States signed an agreement on the structuring of this basin organization which led to the creation in 2008 of the permanent Secretariat of OKACOM, which allowed to professionalize and increase the competence of this Transboundary Basin Organization (TBO). This secretariat is based in Gaborone, Botswana.

As part of its long-term strategic vision to have sustainable financing mechanisms to support the ecological preservation and socio-economic development of the CORB, the OKACOM has set up a fund called 'CORB Fund'. Its legal constitution took place in 2019, as a legal entity in Botswana, created upon approval of the OKACOM Ministers Forum. Its secretariat is provided by the OKACOM on an interim basis. The recruitment of its executive director is effective since February 2026 and currently in the process of recruiting other staff.

A (re)mobilization of technical and financial partners on integrated management of transboundary water resources (TWR) in Africa

AFD, together with the French Facility for Global Environment (FFEM in its French acronym), has been supporting several large African organizations in cross-border basins for more than 15 years. A specific intervention strategy was implemented in 2014 and focuses the support of the AFD around 4 pillars: (i) governance; (ii) optimization of resource tracking; (iii) strategic planning and (iv) sustainable financing. The present project is particularly in line with the fourth pillar. Moreover, France was one of the first States members of the European Union to support the creation of a Team Europe Initiative (TEI) on transboundary water management in Africa, which was announced at the 9th World Water Forum in Dakar in March 2022. In parallel with this initiative and in a logic of complementarity and leverage effect research, AFD granted at

the end of 2022 a funding of 3 million euros for the DYNObA project (Boosting support for African Transboundary Basin Organizations for improved management of water resources in a context of climate change). This mobilization on the management of transboundary waters echoes a broader movement of donors who have (re)mobilized themselves on this theme. This topic was also in good place in the last major events in the water sector agendas (World Water Forum 2022, United Nations Conference of 2023, One Water Summit of 2024, World Water Forum of 2024) and will continue to be in the coming ones (United Nations Conference in Dakar in 2026).

The CORB Fund, at the crossroads of TBOs sustainability and water resource conservation issues

AFD and The Nature Conservancy (TNC) have been in partnership since 2019 to exchange their respective experiences on Nature-based Solutions (NBS) for water security. In mid-2022, the World Bank (WB) and AFD jointly committed to grant a 6-year loan for a total amount of \$450 million to the Angolan government to support a climate resilience and water security project. The objective of this project is to improve water supply services and strengthen water resource management enabling climate resilience in southern regions of Angola (entitled RECLIMA). It finances physical investments in urban and rural areas as well as support for all the main institutions of the water sector. Through the RECLIMA project, AFD specifically funded a feasibility study conducted by TNC for the design of a pilot program for climate-resilient livelihoods, economic development and conservation in the Upper Okavango Basin. Meanwhile, TNC has been particularly active in the design of the CORB Fund and continues to support its structuring with funding from the Coca-Cola Foundation. Concomitantly, the European Union approached AFD and TNC to initiate a dialogue on what could be its support for the operationalization of the CORB Fund. This dynamic paved the way for the delegation of EU funds to AFD to support the CORB Fund. It materialized in the approval of the European Union Action Document in April 2025 by the Neighbourhood, Development and International Cooperation Instrument (NDICI) committee for its program Transboundary Water Management in Southern Africa. This Action Document states that sub-objective 1.1 will be dedicated to strengthening the CORB Fund. The present project is a response to this sub-objective.

Furthermore, this momentum has caught the attention of the Global Environment Facility (GEF), which has also entered the appraisal phase for its support of the CORB Fund. This support would materialize through two projects implemented by the World Bank through its International Waters Cooperation Program in Africa (CIWA) for a total of 10 MUSD (approved by the WB Board in May 2026) and by the United Nations Development Programme (UNDP) for a total of 5 MUSD. These supports demonstrate the interests in the CORB Fund and also imply close collaboration with these partners under the auspices of the OKACOM and the CORB Fund.

Identified challenges

Water resources are subject to increasing pressures from various uses. At the same time, changes in land use and climate change are accentuating these pressures. The preservation of the resource is therefore a growing challenge for the three countries bordering the CORB, and in particular those downstream. Consequently, OKACOM has decided to establish a Fund that will allow it to increase its commitment on this issue. This Fund was created in 2019 but has not managed to become operational so far. The ambition of the project is therefore to contribute to the operationalization and structuring of the CORB Fund so that it can fully play its role.

3.2 Project description

Intervention logic: objectives and outputs

The aim of the project is as follows: to conserve inland water ecosystems and to preserve water stocks across river basins in the SADC region, in general, and in the Cubango-Okavango River Basin, in particular.

The main specific objective is formulated as follows: to strengthen finance and resource management pathways for the preservation of ecological, biodiversity and water resources as a sustainable basis to reap benefits for the communities, livelihoods and peoples of the Cubango-Okavango River Basin.

This specific objective will be achieved through three specific results that contribute to strengthening and operationalizing the CORB Fund:

- The CORB Fund's governance is established, an operational team and operating procedures enable it to ramp up its activities in terms of both financial structuring and financing of field projects.
- The CORB Fund has a financial model and short-, medium- and long-term financial strategies, and is supported by an effective financial vehicle that has received initial capitalisations.
- The CORB Fund implements a mechanism for financing field projects in the basin. These field projects meet the main objective of the Fund and are selected on the basis of defined and known criteria. This mechanism includes the capacity to monitor and evaluate the impact of these field projects. To date, the field projects to be supported by the CORB Fund are categorized into four pillars which are as follows:
 - Pillar 1: Improvement of living conditions and human development;
 - Pillar 2: Sustainable ecosystems and protection of biodiversity;
 - Pillar 3: 'Inclusive tourism based on nature' and support for 'green companies';
 - Pillar 4: Water, agriculture and 'cooperation around infrastructure'.

Indicative activities

The project implementation strategy is based on three levels of actors:

- Direct support to the CORB Fund to enable the consolidation of its team (Secretariat) and the launch of priority actions as defined during the workshop held in Gaborone in November 2025. Support for the CORB Fund will include a contribution to the Fund itself, which will be divided into two separate funds: a Sinking Fund and an Endowment Fund. The objective of these two funds is to allow the financing of field projects on the 4 pillars mentioned above via grants to actors in charge of their implementation.
 - The Sinking Fund is characterized by the fact that all the amounts allocated to this fund, plus interest, will be used until exhaustion for field projects financing and operational costs of the CORB Fund.
 - The endowment fund will make it possible to raise funds that will be invested in the long term and managed by a specialized bank¹. Only the interest will be used to finance on-the-ground projects and the operating costs of the CORB Fund. This Endowment Fund must allow for the long-term sustainability of the CORB Fund.

¹ This specialized bank will be recruited during the project implementation. One of the milestone of the matrix is related to the contract with this bank.

- Direct support to OKACOM (staff, operational costs), in particular to take into account the time spent supporting the establishment of the CORB Fund, coordinating with donors and member states, and the work done to clarify the relationship between the two entities.
- External project management assistance (PMA), recruited by AFD. This PMA's mission will be to support the two main partners in the implementation of activities (procurement, monitoring of services and activities, etc.), coordination (between the different actors, with external partners) and reporting (technical and financial reports).

To facilitate the management of the project, these supports are organized into three components:

- **Component 1: CORB Fund set-up and structuring**
 - **Component 1.1: CORB Fund and OKACOM operational support**

Coverage staff costs for the OKACOM and CORB Fund (mainly salaries) and operational costs (travel expenses, organization costs of governance bodies, translation expenses, office, equipment and communication expenses, sensitization, etc.). Financial audits of the project account will be financed under this Component 1.1. Provisions for potential taxes associated to expenses be incurred by CORB Fund are also included for financing under Component 1.1 due to the lack of visibility on the tax regime to which CORB Fund would be subject to date.

- **Component 1.2: Implementation of key-activities**

Support for the implementation of key activities aimed at contributing to structure and operationalize the CORB Fund. The indicative key priority activities jointly defined by the parties during the workshop of November 2025 are as follows:

- External consulting services on the CORB Fund governance (i.e. formalization of the relationship between the CORB Fund and OKACOM, support to the recruitment of key positions of the CORB Fund operational team; preparation and adoption of an operational manual; etc.);
- External consulting services on the CORB Fund financial and investment strategy (i.e. annual budget and financial and fundraising strategies, etc.);
- External consulting services on the CORB Fund projects delivery (i.e. prioritization strategy for interventions, mapping of implementation partners and analysis of their experience, etc.).

Part of these activities may be financed by and carried out with the support of other partners. As a consequence, this list of activities may evolve in light of the coordination and orientations given by the CORB Fund Executive Director to ensure the optimization of resources.

- **Component 2: Funds allocation**

This Component will be implemented as «Financing Not Linked to Costs», according to Article 19 of the General Conditions of the Contribution Agreement. The “Action's Financing Not Linked to Costs (FNLC) Results Matrix” as well as the relevant arrangements applicable to this FNLC Component are presented in Appendix 2. This Component is dedicated to the capitalization of the two financial vehicles of the CORB Fund:

a) Capitalization of the Sinking Fund

The contribution to the Sinking Fund will be used to finance demonstrative field projects aimed at establishing the Fund's added value.

b) Capitalization of the Endowment Fund

The contribution to the Endowment Fund will be invested so that the interest can be used to finance field actions.

The relevant arrangements related to the monitoring and justification of the use of EU funds related to Component 2 are described in Appendix 2.

○ **Component 3 : Project management assistance**

This Component is intended to provide external support to the CORB Fund and OKACOM teams for the implementation of Components 1 and 2. It will ensure, through an external project management assistance (PMA) firm recruited by AFD, support for the coordination of all activities, over time and with the partners and other donors involved, to allow for a broader reflection. This support will help maintaining an overall vision of the project's implementation in view of its objectives. It will be placed under the responsibility of the Executive Director of the CORB Fund to whom it will be owed. At the start of its mission, the consulting firm will conduct a situation analysis to allow for refining its positioning and optimizing its support.

This support includes the following activities:

- Launch of the project and definition of an implementation strategy;
- Monitoring the recruitment of key personnel;
- Strategic support for the implementation of the CORB Fund;
- Technical support on the definition of content and monitoring of project activities;
- Support for project management, in connection with OKACOM;
- Support for project monitoring and reporting;
- Verify and validate the achievements of the FNLC matrix results;
- Support for drafting key deliverables;
- Support for coordination with other technical and financial partners;
- Support in relations with Member States.

The content of these activities may be adjusted to take into account the support that will be financed and carried out from the envelopes of other partners, in order to optimize the use of funds for the benefit of the CORB Fund.

Implementation arrangements

a) OKACOM

The OKACOM, a transboundary basin organization (TBO), was established in 1994 through a tripartite agreement between Angola, Botswana and Namibia in response to growing concerns about water scarcity and increasing development needs in the early 1990s.

The establishment of OKACOM marked a significant commitment by the three riparian states to cooperatively manage the Cubango-Okavango River system, with a view to the integrated development of water resources and long-term ecological and economic sustainability.

Despite initial difficulties, notably the Angolan civil war which came to an end in 2002, OKACOM maintained its collaborative momentum. The post-conflict period saw a renewal of technical support (e.g. GEF-funded cross-border diagnostic analysis, USAID's IRBM project). In 2007, the three parties signed an agreement on the organizational structure which led to the establishment of a permanent secretariat in Maun, Botswana, in 2008. The OKACOM secretariat office then moved to Gaborone in 2017, where it is currently located.

In March 2025, the ministries responsible for water in Angola, Botswana and Namibia signed a revised version of the 1994 agreement. This updated agreement incorporates key international instruments, such as the 2000 SADC Revised Protocol on shared watercourse and the UN Water Convention on the non-navigational uses of international watercourses, into the legal and strategic scope of OKACOM. Beyond water-related

issues, the revised text recognizes the broader socio-economic dynamics that shape the Cubango-Okavango River Basin, including poverty, population pressures, infrastructure needs, the evolution of development models and climate change. This evolution reflects a change in the vision of OKACOM, which has shifted from an essentially hydrological approach to an expanded mandate that places livelihood improvement and well-being of communities of the basin at the center of transboundary cooperation in the field of water.

In 2011, the OKACOM developed and adopted a strategic action programme (SAP) based on a comprehensive Transboundary Diagnostic Analysis (TDA), which was revised in 2022, in consultation with the three riparian countries, structured around six integrated management objectives² and four thematic areas that should guide the sustainable development of the basin and cross-border cooperation.

b) CORB Fund

The CORB Fund was created as part of OKACOM's long-term strategic vision to provide a sustainable financing mechanism supporting ecological resilience and socio-economic development in the Cubango-Okavango River Basin. Its creation is based on the recommendations of OKACOM's strategic action programme and on the analysis of viable financial mechanisms.

The CORB Fund was legally constituted under the law of Botswana in 2019, after approval by OKACOM. The legal statutes define it as a company limited by guarantee with a non-executive board of directors. The OKACOM serves as a secretariat and supporting institution during the initial phase of the Fund, overseeing administrative coordination, facilitating the appointment of board members and ensuring compliance with legal and financial requirement in line with the Botswana Company's Act.

The CORB Fund's governance is based on:

- five members: one representative from each of the three OKACOM Member States, an independent *conservation anchor* (role of *The Nature Conservancy*) and an independent *livelihood anchor*, role which remains to be filled. These members appoint the "directors" who are part of the board of directors.
- the *Board of Directors*, which is composed of seven non-executive members including three representatives of the riparian countries and four independent experts.

The recruitment of an Executive Director is effective since February 2026 and the Executive Director is responsible for the day-day operational activities of the Fund and report to the Board.

Implementation set up

The OKACOM is behind the creation of the CORB Fund and plays a supporting and coordinating role that is expected to fade as the Fund gains momentum. It will nevertheless maintain close links with this Fund in several respects. It is notably planned that the CORB Fund can contribute, in a manner that remains to be defined, to finance part of the operating costs of OKACOM.

As part of this project funding, OKACOM is the primary beneficiary. It will be a key interlocutor, in tandem with the CORB Fund. Indeed, since 2019, the date of constitution of the Fund, and until the establishment of the CORB Fund secretariat team, it plays the role of interim secretariat of the Fund (process agent and supporting institution). AFD will sign the Grant Financing Agreement with OKACOM.

The CORB Fund is a central player in the project. Its growing role in the implementation of this financing will be gradual and accompanied by the project. It is intended to be at the heart of project implementation and

² <https://www.okacom.org/okacom-strategic-action-programme-sap-0>

management. In particular, it will issue calls for tenders for support services for the implementation of key activities under Component 1. OKACOM will sign an On-granting Agreement with the CORB Fund.

The Project Management Assistance (financed under Component 3) will work in support of OKACOM and CORB Fund to facilitate the achievement of the project's objectives.

The Nature Conservancy is a key partner of the project, with an important history of supporting the dynamics around the CORB Fund. This NGO is now part of the CORB Fund because it has a seat on the Board of Directors as 'Biodiversity Anchor' and will contribute to partly funding the operational costs of the CORB Fund. Taking these elements into account, the relevance of supporting a partnership between the CORB Fund and TNC as part of Component 1 will be studied, in particular to rely on TNC's expertise in financial engineering for the capitalisation of the Fund.

The governance of the project is structured around two distinct Committees:

- A Steering Committee composed of the CORB Fund Board, the Executive Director and the Executive Secretary of OKACOM. If necessary, meetings between this Steering Committee and AFD and EU will allow to follow the progress of the project. The PMA will also attend these meetings.
- An International Cooperating Partners Committee bringing together the different partners (EU, AFD, WB/CIWA, UNDP, TNC, in particular) of the CORB Fund, and aimed at enhancing partners' coordination around the implementation and follow-up of key activities (listed under sub-component 1.2).

The OKACOM and CORB Fund teams will benefit from the PMA team's support, funded under component 3 of the Project, to implement the activities planned. OKACOM and the CORB Fund will apply the AFD Procurement Guidelines. They will be accompanied by the PMA team in setting up procurement procedures, contracting processes and contract monitoring.

The CORB Fund will also be supported by parallel funding from other stakeholders: the World Bank and UNDP (using funds from the Global Environment Facility). The OKACOM also benefits from support from GIZ (on EU and BMZ funds). UNESCO (with EU funds) will assist the OKACOM in continuing the process of supporting the expansion of the World Heritage Site from the Okavango Delta to the other parts of the basin upstream.

ARTICLE 4. Subject of the contract

The service will focus on project management assistance (PMA) for OKACOM and the CORB Fund teams in order to support them in the implementation of key activities (notably on procurement), coordination with stakeholders, and reporting. This PMA is a component of the project titled "structuring of the CORB Fund" (CZZ3923) financed through delegated funding from the European Union to the French Agency for Development.

This technical assistance (PMA) will have a dual objective:

- working towards effective project management, including in terms of reporting, on the one hand;
- supporting OKACOM and the CORB Fund teams to strengthen their capacities in project management, partnership, and stakeholder coordination on the other hand.

ARTICLE 5. Expected service in the context of this consultation

5.1 Detail of the expected service

At the start of its mission, the consultancy firm is expected to carry out a situation analysis based on bilateral exchanges with the teams and stakeholders. This inception or “discovery” report will be able to highlight the internal dynamics, strengths, difficulties, constraints and opportunities at the organizational level for OKACOM and the CORB Fund and will allow a quick assessment of the challenges directly related to the project implementation.

In the short term, the Project Management Assistance will accompany the project management team (notably the Executive Director of the CORB Fund, in close contact with the Executive Secretary of OKACOM) on the following project ownership functions.

1.1 Launch of the project and definition of an implementation strategy

- Finalization of the contractual documents with the donors if necessary and finalization of the On-granting Agreement between OKACOM and the CORB Fund if necessary,
- Participation in the organization of a project launch event (potentially a joint event with other donors),
- Support for the CORB Fund in defining a strategy for implementing key activities in close articulation and avoiding overlap with those planned within the framework of other projects for good coordination between activities,
- Support to the CORB Fund in developing and validating the Procurement Plan and annual update of this Plan,
- Support for the CORB Fund to get ownership of the results matrix related to the capitalization of the Fund (Component 1.2),
- Support for the definition of a tool to monitor project activities and indicators, coordinated or shared as far as possible with other donors. The indicators of the logical framework could be refined and specified.
- Implementation of communication modalities and information sharing with the OKACOM Secretariat.

1.2 Monitoring the recruitment of key personnel

- Support for the development of job descriptions,
- Monitoring of the publication of job offers,
- Support if needed during the application analysis processes and during the interview phase,
- Definition of the support needs of these new recruits and accompaniment/training if necessary.

1.3 Strategic support for the implementation of the CORB Fund

- On the basis of available elements (project documents, exchanges with stakeholders), identification of the strategic aspects on which specific support can be provided (for example: definition of project selection criteria or definition of the CORB Fund’s economic model),
- Where appropriate, advise the CORB Fund and OKACOM on strategic topics (identification of specific experts to be mobilized).

1.4 Technical support on the definition of content and monitoring of project activities

- Support for the CORB Fund in defining the ToRs of the various consulting services and in framing activities,
- Support for the CORB Fund in procurement (procurement process, contracting, monitoring of services in the execution phase),
- Support for the CORB Fund in monitoring activities,
- Support in monitoring the quality of deliverables and sharing them with stakeholders.

1.5 Support for project management, in connection with OKACOM

- Support to the CORB Fund for the annual update of the program of activities,

- Support to OKACOM and the CORB Fund for the activity of defining their relationship (MoU),
- Support for the identification of key persons who can act as project relays in the countries and regular information of these people (sending a semi-annual newsletter),
- Support for communication activities if necessary,
- Support for monitoring the achievement of the outputs of the matrix, in connection with the overall strategy of the CORB Fund.
- Specifically on the ESMS, check the AFD list of exclusions

1.6 Support for project monitoring and reporting

- Support for the CORB Fund and OKACOM to facilitate regular reporting and compliance with AFD's financing conditions,
- Production of the semi-annual reports for AFD and the annual report for the European Union integrating monitoring indicators. These reports will be subject to validation by the CORB Fund, OKACOM and AFD for sending.
- Support for monitoring the project budget, the modalities for validating expenses and the achievements of these expenses.
- Support for the implementation of the audit for operational expenses and services carried out within the project.
- Monitoring of OKACOM's payment requests to AFD and the transfer of funds from OKACOM to the CORB Fund.

1.7 Verify and validate the achievements of the FNLC matrix results

- produce a report (or two reports if both FNLC instalments are made with a significant time interval between the two) attesting the achievement of the matrix Results and outputs (milestones) in accordance with the FNLC matrix.
- Support the CORB Fund and OKACOM in formally validating the achievement of the outputs
- Support the CORB Fund and OKACOM in preparing and sending a payment request to AFD corresponding to the amounts associated with the matrix results (component 1.2) achieved.

1.8 Support for drafting key deliverables

- Support to the CORB Fund secretariat for drafting strategic and operational documents, based on the scope defined in the activity program (e.g. strategy, business plan, procedures manual etc.)

1.9 Support for coordination with other technical and financial partners

- Support for the CORB Fund to organize and lead international partner committees (IPC),
- Support in drafting and distributing the IPC minutes,
- Facilitation of relations with the various partners, dialogue support under the guidance of OKACOM and the CORB Fund,
- Monitoring of the coordination of activities between the different projects and funding: in particular the GEF funding implemented by the World Bank and the UNDP, but also the other activities of the TEI on transboundary waters based on EU funds implemented by the GIZ and UNESCO, as well as the support of The Nature Conservancy via the Coca Cola Foundation (TCCF).
- Organization of at least two exchanges of experiences with other conservation funds (Biofund Mozambique and others).
- Monitor developments in the sector, particularly in connection with the CAFE and Conservation Finance Alliance networks, but also within the African Network of Basin organizations (ANBO) and the African Ministers' council on Waters (AMCOW).

1.10 Support in relations with Member States

- Institutional and public policies monitoring in the three States.
- Support for strengthening ties with the SADC, and smooth communication with the GIZ teams.

- Thematic watch and monitoring of investment projects that may have impacts on water resources.
- Support for coordination and discussion with Member States to enable the operationalization of the CORB Fund and their commitment/ support to the Fund.

5.2 Terms and specific requirements for implementation

Positioning of the PMA

The project management Assistance will be placed under the responsibility of the Executive Director of the CORB Fund to whom it will be owed.

At the start of its mission, the consulting firm is expected to conduct a situation analysis to allow for refining its positioning and optimizing its support.

5.3 Delivery/execution conditions and contact persons

The contract will be executed (at least partly) at OKACOM and CORB Fund's premises, which is located in Gaborone, Botswana.

The mission will be placed under the responsibility of AFD Task team leader in charge of the CZZ3923 in the AFD headquarters in Paris. The person in charge of the mission will be Mrs Audrey Séon.

5.4 Expected methodology

The presentation of the provider's technical offer should include the following :

- a precise methodology that meets the expectations, issues and context presented above,
- the support strategy that the consulting firm proposes to implement in order to accompany the structuring of the CORB Fund. This strategy must be 'tailor-made' and propose supporting actions in a progressive logic.

The posture of the consultants that will be part of this PMA team is particularly important so that they are vectors for capacity building. Thus, depending on the issues and topics and in close interaction with the CORB Fund, the provider will integrate into its methodology the following elements: method input, planning and organization of work, support for implementation by the CORB Fund teams, development of monitoring and reporting tools, shared analysis of results with the CORB Fund and OKACOM teams, etc.

The proposed methodology must be based on collaborative processes and work tools allowing for the involvement of the CORB Fund and OKACOM teams as well as, if applicable, partner organizations that must be stakeholders.

The first stage of the situation analysis should make it possible to specify the processes for carrying out activities that will have to ensure the effective acquisition of skills and methods by the beneficiaries.

5.5 Estimated duration of the service, intermediate stages, intervention times, etc.

Duration of the services: 4 years, with a possibility of extension depending the project implementation

Phase 1: Contract starting and situation analysis – estimation: 2 months

Phase 2: From the situation analysis to the disbursement into the Sinking and Endowment Funds – estimation: 22 months

Phase 3: From the Disbursement into the Endowment Fund to the end of the project: 24 months

5.6 Expected deliverables

The Project Management Assistance (PMA) will accompany its Client, the CORB Fund, to produce the following deliverables:

- a) A situation analysis (inception report);
- b) A procurement plan defined with the CORB Fund and which will be updated each year;
- c) Semi-annual progress reports on the monitoring of activities and financial follow-up. This report will include a specific part on the Environment and Social Action Plan follow up. A report template will be proposed by the PMA at the start of the service and will be subject to an agreement between all parties. This report will be transmitted in electronic format no later than 1 month after the end of each semester to the CORB Fund.
- d) Annual reports in the European Union format. They will be sent to AFD, with a copy to the CORB Fund and to OKACOM, no later than 1 month after the end of the relevant implementation year.
- e) A specific report (or two reports if both FNLC instalments are made with a significant time interval between the two) attesting the achievement of the matrix Results and outputs (milestones) in accordance with the FNLC matrix.
- f) A final report that will summarize all the activities carried out, report on the project's financial data and propose a qualitative analysis of the project's implementation.

5.7 Skills expected from the Provider

(These elements will be used for the evaluation of the Key Personnel according to the provisions of Article 21.1 of the Specific Data)

Expected team composition:

- A Head of Mission who will be mobilized 480 person-days on the entire project, including a full-time residential for one month at the start of the mission with the CORB Fund. It is requested that the AMO carry out 3 additional missions of at least one week during the first year with the CORB Fund and/or in member countries. For the following years, 3 missions of at least one week per year will be planned.

Expected profile:

- an experience of at least 15 years in the field of integrated water resources management.
- an operational knowledge of conservation funds.
- knowledge of international debates and international conventions that govern transboundary waters.
- a knowledge of transboundary basin organizations and their specificities.
- proven experience in coordinating projects funded by international donors.
- skills in institutional and organizational capacity building; formulation of policies and strategies for IWRM development, taking climate change into account; capitalization and exchange of experience between cross-border basin organizations, with national public bodies (ministries, national hydrological services, etc.) and with sector actors (regional organizations, international, researchers); advocacy with decision makers;
- knowledge around the environmental sector and the monitoring of conservation projects related to water resource management.
- Experience in stakeholders coordination
- ability to prepare reports and documents on the development and management of water resources.
- holder of at least an engineering degree or Master's degree (Bac+5) or equivalent in water resources management

- the knowledge of the Southern African sub-region and that of the Okavango basin, in particular, will be an advantage.
 - perfect command of written and spoken English is imperative. A knowledge of Portuguese and French would be a plus.
- In the case of a principal expert that would not be based in the Southern Africa area, at least two people from the pool of technical experts must be based in the area, with good knowledge of the field and the actors. The distribution of time between the head of mission, experts based in the area and other experts, can thus be adapted to prioritize close work with the OKACOM and CORB Fund teams.
 - **Pool of technical experts** in support (equivalent to 120 person-days over the duration of the project). These are remote support times, without travel costs.

Expected profiles :

- an experience of 5 to 10 years in the field of integrated water resources management
- an understanding of transboundary water organizations governance.
- an understanding of conservation challenges related to water resource management.
- An understanding of hydraulic, hydrology, hydrogeology and hydrometeorology issues, and their translation into water resource management and hydrological forecasting tools and models, coupled with an ability to discern the needs of users of water information.
- holder of at least an engineering degree or Master's degree (Bac+5) or equivalent in water resources management and water resources governance.
- perfect command of English and a good knowledge of written and spoken French are imperative

Specific profiles may be requested during the duration of the contract and the CORB Fund will have to validate the CVs of the experts proposed during the service. The CVs of the pool of experts will not be evaluated as part of the call for tenders.

- Identification of strategic experts: if there is any need, identification of external strategic experts to be mobilized as sub-contractors.

ARTICLE 6. Validation of deliverables by AFD

6.1 Deliverable validation process

The service will be subject to regular monitoring by AFD and regular exchanges between the Executive Director of the CORB Fund, AFD and the head of mission of the PMA team.

Deliverables will be validated by AFD.

6.2 Criteria for validating deliverables

- The clarity and readability of the deliverable,
- The operational nature of the findings of the deliverables,
- The respect of deadlines in the submission of the deliverables,
- Their acceptance by CORB Fund, OKACOM and the European Union Delegation in Botswana.
- Compliance with the scope of the requested Service.

ARTICLE 7. Constraints imposed by AFD

The holder undertakes to appoint a single contact person responsible for monitoring this market.

Reminder: A Head of Mission who will be mobilized 480 person-days on the entire project, including a full-time residential for one month at the start of the mission with the CORB Fund. It is requested that the AMO carry out 3 additional missions of at least one week during the first year with the CORB Fund and/or in member countries. For the following years, 3 missions of at least one week per year will be planned.

Reminder: In the case of a principal expert that would not be based in the Southern Africa area, at least two people from the pool of technical experts must be based in the area, with good knowledge of the field and the actors. The distribution of time between the head of mission, experts based in the area and other experts, can thus be adapted to prioritize close work with the OKACOM and CORB Fund teams.

Providers are asked to make detailed proposals in their service offer regarding the methodology they propose to implement, taking into account the elements presented in these ToRs, and to possibly make other relevant methodological proposals. Providers will also specify, in their service offer, the distribution of tasks and the number of days worked by each team member at the different stages of support, and the articulations between them.

They will specify the unit cost of travel and the number of trips envisaged. Offers will be evaluated on the basis of 13 international trips and 8 regional trips. The trips will ultimately be billed in real terms, according to the reality of the trips made for the realization of the support with the CORB Fund. They will specify the overall and detailed budget.

7.1 Use of the French language

The execution of the contract requires the permanent use of the English language in relations with the project owner: documents, meetings, minutes, telephone calls, emails, all deliverables, etc.

7.2 Access of the provider's staff

As soon as the contract is notified, the service provider will have at his disposal the existing documentation relating to the subjects on which he will intervene.

ARTICLE 8. Means made available to the Provider

- a) Services, facilities and goods to be made available to the Consultant by the CORB Fund:

The PMA has the following support from the CORB Fund to accomplish its mission:

- an office located in the premises of the CORB Fund;
- an internet access;
- the set of documentary means to which he could have access;
- the means of reprography.

The other material resources (vehicle rental, computers, telephone, GPS, office supplies, ...) necessary for the execution of its mission, as well as travel expenses in other countries are the responsibility of the PMA. The AMO will therefore include these material resources in its offer.

- b) Counterpart technical and administrative staff to be assigned by the CORB Fund to the Consultant's team:

The head of mission will be in permanent contact with the Executive Director of the CORB Fund who is fully dedicated to the structuration and operationalization of this Fund;

The head of mission will work closely with both the team of the OKACOM secretariat and the CORB Fund team.

The head of mission will be in regular contact with the technical and institutional partners of OKACOM and the CORB Fund and with the relevant services of the member countries.

ARTICLE 9. Provisional planning of the service

Milestones	Dates
Start of the service	Estimated: July 2026
Delivery of the situation analysis and procurement plan	Starting of the services + 2 months
Delivery of the first semi-annual progress report	Starting of the services + 6 months
Delivery of the first annual progress report	Starting of the services + 12 months
Delivery of the specific report (or two reports if both FNLC instalments are made with a significant time interval between the two) attesting the achievement of the matrix Results and outputs (milestones) in accordance with the FNLC matrix.	Estimated: Starting of the services + 24 months
Delivery of the final report	Starting of the services + 48 months

Semi-annual progress reports on the monitoring of activities and financial follow-up. This report will include a specific part on the Environment and Social Action Plan follow up. A report template will be proposed by the PMA at the start of the service and will be subject to an agreement between all parties. This report will be transmitted in electronic format no later than 1 month after the end of each semester to the CORB Fund.

Annual reports in the European Union format. They will be sent to AFD, with a copy to the CORB Fund and to OKACOM, no later than 1 month after the end of the relevant implementation year.