



REQUEST FOR PROPOSALS (RFP)

TO ALL CONSULTING FIRMS SPECIALIZED IN THE DEVELOPMENT OF TRANSBOUNDARY STRATEGIES	DATE: 06 March 2020
	REFERENCE: <b><u>002/TCD10/03/2020/RFP</u></b> Recruitment of an international consultancy firm to update the Strategic Action Programme (SAP) of the Lake Chad Basin.

Dear Sir/Madam:

We kindly request you to submit your Proposal for the recruitment of an international consultancy firm to update the Strategic Action Programme (SAP) of the Lake Chad Basin

Please refer to the following annexes for the purpose of preparing your proposals:

- Annexe I: Description of UNDP requirements
- Annexe II: Terms of Reference (TORs)
- Annexe III: Sample – Proposal Submission Form
- Annexe IV: General Terms and Conditions
- Annexe V: Technical evaluation criteria

Proposals (technical & financial) may be submitted on or before **Thursday 26 March 2020 at 12:00 a.m. prompt, N'Djamena time.** by e-mail to [procurement.td@undp.org](mailto:procurement.td@undp.org) quoting reference No. **002/TCD10/03/2020/RFP**

Tenders shall include a technical and a financial proposal, each in two separate files indicating:

The name of the bidder followed by the words “technical proposal”, Recruitment of an international consultancy firm to update the Lake Chad Basin Strategic Action Programme.

1.

The name of the bidder followed by the words “financial proposal”, Recruitment of an international consultancy firm to update the Strategic Action Programme of the Lake Chad Basin. **The financial proposal shall be password-protected. We will request the password if your proposal is deemed technically compliant.**



Both proposals shall be submitted to the following address:

[procurement.td@undp.org](mailto:procurement.td@undp.org)  
*no later than Thursday, 26<sup>th</sup>, March 2020*

Your Proposal must be drafted in **English or French**, and valid for a minimum period of days **120 days**.

In the course of preparing your Proposal, it shall remain your responsibility to ensure that it reaches the address above on or before the deadline. Proposals that are received by UNDP after the deadline indicated above, for whatever reason, shall not be considered for evaluation.

If you are submitting your Proposal by email, kindly ensure that they are signed and in the .pdf format, and free from any virus or corrupted files.

Services proposed shall be reviewed and evaluated based on completeness and compliance of the Proposal and responsiveness with the requirements of the RFP and all other annexes providing details of UNDP requirements.

The Proposal that complies with all of the requirements, meets all the evaluation criteria and offers the best value for money shall be selected and awarded the contract. Any offer that does not meet the requirements shall be rejected.

Any discrepancy between the unit price and the total price shall be re-computed by UNDP, and the unit price shall prevail and the total price shall be corrected. If the Service Provider does not accept the final price based on UNDP's re-computation and correction of errors, its Proposal will be rejected.

No price variation due to escalation, inflation, fluctuation in exchange rates, or any other market factors shall be accepted by UNDP after it has received the Proposal. At the time of Award of Contract or Purchase Order, UNDP reserves the right to vary (increase or decrease) the quantity of services and/or goods, by up to a maximum twenty-five per cent (25%) of the total offer, without any change in the unit price or other terms and conditions.

Any Contract or Purchase Order that will be issued as a result of this Request for Proposal (RFP) shall be subject to the General Terms and Conditions attached hereto. The mere act of submission of a Proposal implies that the Service Provider accepts without question the General Terms and Conditions of UNDP, herein attached as Annex 3.

Please be advised that UNDP is not bound to accept any Proposal, nor award a contract or Purchase Order, nor be responsible for any costs associated with a Service Providers preparation and submission of a Proposal, regardless of the outcome or the manner of conducting the selection process.

# United Nations Development Programme



*Au service  
des peuples  
et des nations*

UNDP's vendor protest procedure is intended to afford an opportunity to appeal for persons or firms not awarded a Purchase Order or Contract in a competitive procurement process. In the event that you believe you have not been fairly treated, you can find detailed information about vendor protest procedures in the following link:

<http://www.undp.org/content/undp/en/home/operations/procurement/protestandsanctions/>

UNDP encourages every prospective Service Provider to prevent and avoid conflicts of interest, by disclosing to UNDP if you, or any of your affiliates or personnel, were involved in the preparation of the requirements, design, cost estimates, and other information used in this RFP.

UNDP implements a zero tolerance on fraud and other proscribed practices, and is committed to preventing, identifying and addressing all such acts and practices against UNDP, as well as third parties involved in UNDP activities. UNDP expects its Service Providers to adhere to the UN Supplier Code of Conduct found in this link:

[http://www.un.org/depts/ptd/pdf/conduct\\_english.pdf](http://www.un.org/depts/ptd/pdf/conduct_english.pdf)

Thank you and we look forward to receiving your Proposal.

Yours sincerely,  
*Mbataingar Teloumbaye*  
*Administrative Assistant*

## Annex 1

### Description of Requirements

<p>Background of the Requirement</p>	<p>Lake Chad is the fourth largest lake in Africa (in terms of surface area), behind Lakes Victoria, Tanganyika and Nyasa. Located in the eastern Sahel region, on the southern edge of the Sahara Desert, the Lake and its basin are a vast freshwater resource shared by Cameroon, Central African Republic, Chad, Niger, Nigeria and Libya.</p> <p>Lake Chad provides the 47 million people living in its basin with various environmental services, such as supply (food and water), support (land and nutrient cycling), regulation (groundwater replenishment, carbon sequestration, air purification) and culture (recreation, spirituality, education). It provides supply and support services through economic diversification (cultivation of sorghum and hydrophilic millet varieties, seasonal hunting and fishing, extensive livestock farming, etc.). The Lake contributes significantly to the food security of the region, which extends over a radius of approximately 300 km. Fishing, which produces an average of 50,000 tons per year, contributes significantly to the GDP of the riparian countries. Indeed, the land bordering the Lake serves as essential grazing areas for livestock. The flood plains are a destination for massive transhumance and fishing areas.</p> <p>The environmental resources are thus essential for the survival of the population of Lake Chad, for its subsistence as well as for its economic activities.</p> <p>In recent decades, under the growing influence of environmental and climate change and inappropriate practices, the Lake shrunk from 25,000 to 2,500 km<sup>2</sup> (or more than 90 per cent), with a marked impact on the quantity and quality of water resources, related ecosystems, economic activities and food security in the basin, endangering the lives of more than 47 million people who live there and derive most of their livelihood from activities such as fishing, agriculture and</p>
--------------------------------------	--



*Au service  
des peuples  
et des nations*

	<p>livestock. This accelerated degradation of water resources and ecosystems is worsened by the effects of climate change and growing insecurity in the area.</p> <p>In May 1964, the riparian countries of the Lake Chad Basin established the <b>Lake Chad Basin Commission (LCBC)</b> with the signing of the Fort Lamy (now N'Djamena) Convention. The role of the LCBC is to (i) ensure the optimal use of the waters resources of the basin, (ii) coordinate regional development and (iii) assist in resolving possible disputes between member states. During the period 1990-2012, LCBC initiated, with the support of external donors, a reform process aimed at realigning the national policies of member states with regional policy. The initial phase of this process involved working with the riparian countries to define a <b>common vision</b> (Lake Chad Vision 2025), develop a <b>regional strategy</b> (Lake Chad Basin Strategic Action Programme) and adopt <b>common water management principles</b> (Lake Chad Basin Water Charter).</p> <p>Between 2004 and 2008, with the support of a GEF-funded project jointly implemented by the United Nations Development Programme (UNDP) and LCBC, a Transboundary Diagnostic Analysis (TDA) had identified a list of interrelated transboundary issues to be addressed in the Lake Chad Basin. The project had also developed a Strategic Action Programme (SAP) which had been negotiated and approved at the highest level of LCBC, namely the Summit of Heads of State. The SAP of LCBC is a regional policy framework document, supported by member states and international partners. Supplemented by National Action Plans (NAPs), the SAP was designed for voluntary adherence by member states to a common consistent action to safeguard the environment of the Lake Chad Basin, but also to make progress in the sustainable and equitable exploitation of the basin's resources. The SAP made it possible (i) to establish clear priorities for action in terms of policy, legal, institutional or investment reforms to solve the priority transboundary problems identified in the TDA and (ii) to commit member states to subscribe to a programme of enhanced regional environmental cooperation. For its implementation, LCBC launched in 2014, in Bologna, Italy, a first Five-Year Investment Plan (FYIP) 2013-2017, which enabled AfDB and GEF</p>
--	--



*Au service  
des peuples  
et des nations*

	<p>to fund major projects such as the Sustainable Development Programme of the Lake Chad Basin (PRODEBALT) and the Programme for the Rehabilitation and Strengthening of the Resilience of the Socio-Ecological Systems of the Lake Chad Basin (PRESIBALT) in the Lake Chad Basin.</p> <p>Since the adoption of the SAP in 2008, many studies conducted by LCBC and its partners (UNDP, EU, BMZ, UNESCO, WB, AfDB...) have substantially improved the basis of knowledge of water resources (surface and groundwater), of the other ecosystems of the basin as well as on the pressures and socio-economic challenges of the Lake Chad Basin.</p> <p>The adoption of the Water Charter in 2012 by the Summit of Heads of States committed the countries of the Lake Chad Basin to adopt a set of harmonized laws and policies to protect the water and natural resources of the basin. Ratified by four of the six member countries, the Water Charter should come into force in the coming months.</p> <p>In addition to the policy shifts mentioned in the various assessments, other changes have occurred in the basin over the past decade. The severe drought of 2008 raised awareness of the vulnerability of the basin's ecosystems to climate variability and change. Insecurity has increased due to the rise of Boko Haram and other actors in the region, which has led to problems such as involuntary migration, destabilization of livelihoods and, of course, an upsurge in violence and deaths. Combined with socio-economic hardship and various environmental pressures, insecurity has led to a humanitarian crisis in the Lake Chad area.</p> <p>Moreover, in December 2015, the 21<sup>st</sup> Conference of the Parties of the United Nations Framework Convention on Climate Change (UNFCCC) (UNFCCC) in Paris highlighted the major problem of the significant loss of volume (90%) and surface area (90%) of Lake Chad over the last 45 years due to several years of declining rainfall.</p> <p>In view of the emerging challenges in the basin and the improved knowledge of the region, including climate variability and change</p>
--	--



*Au service  
des peuples  
et des nations*

	<p>and groundwater resources, GIZ and UNDP-GEF project under the leadership of LCBC undertook to update, respectively, the TDA and SAP. This twofold review seeks significant changes in relation to the transboundary issues identified in the various reviews, considering new and emerging regional issues such as the effects of climate change, increasing insecurity and joint groundwater use to improve overall planning and decision-making.</p> <p>The updating of the TDA has provided updated information and data necessary for the SAP update process earmarked as part of the regional project to support the improvement of the management of Lake Chad. The revision of the TDA in 2018 has indeed identified the following transboundary problems to be solved in the Lake Chad Basin: (i) the variability of hydrological and hydrogeological regimes; (ii) biodiversity degradation; (iii) river sedimentation; (iv) climate variability and change. It should be noted that the process of updating the TDA includes a causal chain analysis (CCA), stakeholder analysis and analysis of missing data.</p> <p>The SAP update process will be inspired not only by the Water Charter and the updated TDA (2018 by GIZ) but also by other strategic documents of LCBC such as the Climate Change Adaptation Plan, the Regional Climate Change Adaptation Strategy, Silting Master Plans, and the Master Plans for Wood and Energy. The update of the SAP will also take into account the results of previous work carried out by LCBC and its partners, namely the Master Plan for the Development and Environmentally Sound Management of the Natural Resources of the Lake Chad Conventional Basin, produced in 1992 and the Strategic Action Plan for the Sustainable Development of the Lake Chad Basin, of the GEF project in 1988, as well as the study of environmental and social risks.</p> <p>The review process should lead to a more detailed and updated SAP, which will reflect emerging issues of transboundary interest. The revised SAP should set out a vision for the Lake Chad Basin, including Environmental Quality and Water Resources Objectives (EQWROs). It will be accompanied by a detailed implementation plan, a robust monitoring and evaluation framework to assist LCBC in monitoring and</p>
--	---





*Au service  
des peuples  
et des nations*

	<p>reporting the implementation status, and a pre-feasibility study to develop its investment plan. The development of the SAP should include measurable outcomes for gender mainstreaming. These outcomes should also take into account early childhood, youth and persons with disabilities and other social strata recognised as vulnerable.</p> <p>The SAP review process is part of the regional project “Improving the management of Lake Chad by strengthening resilience to climate change and reducing ecosystem stress through the implementation of the Lake Chad Basin Strategic Action Programme (SAP)” funded by the Global Environment Facility (GEF) and jointly implemented by the United Nations Development Programme (UNDP) and LCBC. This project aims to strengthen the capacity of LCBC and its member states to achieve systemic, integrated and resilient integrated ecosystem-based management of Lake Chad Basin through implementation of agreed policy, legal and institutional reforms and investments that improve water quality and quantity, protect biodiversity, and sustain livelihoods.</p> <p>As such, UNDP is seeking for the Project “Improving the Management of the Lake Chad Basin” a group of two Senior International Consultants to lead the process of updating the SAP document.</p>
UNDP Implementation Partners	LCBC
Brief description of the required services <sup>1</sup>	<p>The overall objective of this contract is to formulate, based on the results of the updated Transboundary Diagnostic Analysis (TDA) and other strategic documents of LCBC, a Strategic Action Programme (SAP) with a Funding Programme for the Lake Chad Basin for the period 2020-2030 (with possibilities for revision in 2025).</p> <p>More specifically, the consultation shall:</p>

<sup>1</sup>Detailed ToRs may be attached if the information provided in this annex is not sufficient to fully describe the nature of the work and other details of the requirements.





Au service  
des peuples  
et des nations

	<ol style="list-style-type: none"> <li>1. Review and update cross-border priorities and activities in terms of investment, capacity building, awareness raising, following the causal chain analysis carried out during the TDA update process;</li> <li>2. Update the SAP vision, environmental/socio-economic goals and objectives of LCBC, ensuring consistency with other strategic documents;</li> <li>3. Capitalize on lessons learned from previous programmes and projects;</li> <li>4. Identify ideas, opportunities and innovative solutions to achieve the objectives with appropriate strategies for their implementation;</li> <li>5. Propose, on the basis of the Transboundary Diagnostic Analysis and other studies including national and regional consultations, <i>a developed Regional Framework document that shows a global vision and a common roadmap as a reference for the implementation of the Water Charter, for the whole basin.</i> The actions of this framework document should inevitably take into account aspects such as adaptation to climate variability and change as well as the shared use of surface and groundwater, but also all cross-cutting issues (gender, early childhood, vulnerable populations, etc.). This Framework document will have to reflect the <i>prospects, priorities and approaches to be adopted to implement the guidelines of the Water Charter</i> but also guidelines of decision-makers at the level of LCBC and the member states. It will include <b>priority axes of intervention and priority actions to be implemented</b> for each axis for the period covered.</li> <li>6. Develop a short, medium and long term action plan to address transboundary environmental problems, priority areas identified by the regional summary of the TDA;</li> <li>7. Propose a coherent institutional and legal framework including the roles and responsibilities of stakeholders in the regional, national and local implementation of the SAP;</li> </ol>
--	---



Au service  
des peuples  
et des nations

	<ol style="list-style-type: none"> <li>8. Propose a capacity building plan for stakeholders;</li> <li>9. Develop a funding plan complementary to the Investment Plan on the basis of priority problems identified in the updated TDA and not (or insufficiently) addressed;</li> <li>10. Propose a mechanism for monitoring the state of the basin based on environmental and socio-economic indicators selected for the update of the TDA and SAP;</li> </ol> <p>Propose a realistic and effective improved M&amp;E programme and mechanism to assess the implementation of the SAP as a viable tool for LCBC.</p>
List and Description of Expected Outputs to be Delivered	<ol style="list-style-type: none"> <li>1. Cross-border priorities and actions for investment, capacity development, awareness raising are reviewed and updated in line with the causal chain analysis carried out during the TDA update process;</li> <li>2. The SAP vision, environmental/socio-economic goals and objectives of LCBC are updated in line with other strategic documents;</li> <li>3. A Regional Framework Document that shows a global vision and a common roadmap as a reference for the implementation of the Water Charter for the entire Basin is developed;</li> <li>4. A short, medium and long term action plan is developed;</li> <li>5. A consistent institutional and legal framework including the roles and responsibilities of stakeholders involved in the regional, national and local implementation of the SAP is proposed;</li> <li>6. A financing plan complementary to the Investment Plan is developed;</li> <li>7. An M&amp;E mechanism for the implementation of the SAP is developed.</li> </ol>
Person to Supervise the Work/Performance of the Service Provider	LCBC Director Technical and Project Coordinator
Frequency of Reporting	<p>- 1 initial report;</p> <p>- 1 interim report;</p> <p>- 1 final report.</p>



Au service  
des peuples  
et des nations

Progress Reporting Requirements	<i>Yes.</i>
Location of work	<input checked="" type="checkbox"/> <i>United Nations Development Programme (UNDP), Farcha, rond-point de la Francophonie, Avenue Nelson Mandela, P.O. 906 N'Djamena, Chad</i> <input checked="" type="checkbox"/> <i>On the ground in N'Djamena, in the provinces of Chad and in the other LCBC member states</i> <input type="checkbox"/> <i>others</i>
Expected duration of work	<i>60 effective working days ending on 31 July June 2020</i>
Target start date	<i>13 April 2020</i>
Latest completion date	<b>31 July 2020</b>
Planned trips	<i>Yes. Missions will be organized to the provinces of Chad and to other LCBC member states. The cost of travel to other LCBC states members are not to be included in the offer. These costs will be funded separately by UNDP Chad.</i>
Special Security Conditions	<input type="checkbox"/> <i>United Nations Security Visa prior to travel</i> <input checked="" type="checkbox"/> <i>Conduct UN's Basic and Advanced Security Training</i> <input type="checkbox"/> <i>Comprehensive travel insurance</i> <input type="checkbox"/> <i>N/A</i>
Facilities provided by UNDP (i.e., to be excluded from the financial proposal)	<input type="checkbox"/> <i>Office space and facilities</i> <input checked="" type="checkbox"/> <i>On-site transport (will be paid by UNDP on the basis of actual costs depending on the location of the event.</i> <input type="checkbox"/> <i>N/A</i>
Implementation Schedule indicating breakdown and timing of activities/sub-activities	<input checked="" type="checkbox"/> <i>Required</i> <input type="checkbox"/> <i>Not required</i>
Names and curriculum vitae of individuals who will be involved in completing the services	<input checked="" type="checkbox"/> <i>Required</i> <input type="checkbox"/> <i>Not required</i>
Currency of Proposal	<input checked="" type="checkbox"/> <i>United States Dollars</i> <input type="checkbox"/> <i>Euro</i> <input type="checkbox"/> <i>Local currency</i>
Value Added Tax on Price Proposal	<input type="checkbox"/> <i>must be inclusive of VAT and other applicable indirect taxes</i> <input checked="" type="checkbox"/> <i>must be exclusive of VAT and other applicable indirect taxes</i>



Au service  
des peuples  
et des nations

Validity Period of Proposals ( <i>Counting for the last day of submission of quotes</i> )	<input type="checkbox"/> 60 days <input type="checkbox"/> 90 days <input checked="" type="checkbox"/> 120 days <i>In exceptional circumstances, UNDP may request the Proposer to extend the validity of the Proposal beyond what has been initially indicated in this RFP. The Proposal shall then confirm the extension in writing, without any modification whatsoever on the Proposal.</i>			
Partial Quotes	<input checked="" type="checkbox"/> Not permitted <input type="checkbox"/> Permitted			
Payment Terms	<i>Outputs</i>	<i>Percentage</i>	<i>Deadline</i>	<i>Condition for making the payment</i>
	<i>Advance payment</i>	<i>20% of the total contract amount</i>	<i>10 days from the date of signature of the contract</i>	<i>Presentation of a bank guarantee of equivalent amount and an original invoice</i>
	<i>Initial report and interim report.</i>	<i>60% of the amount of the contract, less the proportion of the advance.</i>	<i>The initial report is due 2 working days after the start of the mission and the interim report 45 days from the date of start of the mission.</i>	<i>Based on the certification of the 2 (two) reports by the Project Coordinator and the submission of an original invoice covering the 2 (two) deliverables .</i>
	<i>Final report</i>	<i>40% of the contract amount, less the balance of</i>	<i>This report is of 55 effective working days from the start date of the mission.</i>	<i>On the basis of the certification of the final report by the</i>



Au service  
des peuples  
et des nations

		<i>the advance.</i>		<i>Project Coordinator</i>
Person(s) to review/inspect/approve outputs/services provided and authorize disbursement of payment	<i>LCBC Director Technical and the Regional Project Coordinator</i>			
Type of Contract to be Signed	<input type="checkbox"/> Purchase order <input checked="" type="checkbox"/> Institutional or professional contract depending on the amount of the contract <input type="checkbox"/> Contract for Professional Services <input type="checkbox"/> Long-Term Agreement (LTA)(if a LTA will be signed, specify the document that will be used to order the service, e.g. Purchase Order, etc.). <input type="checkbox"/> Other type of contract			
Criteria for Contract Award	<input type="checkbox"/> The proposal with the lowest price among the technically qualified proposals  <input checked="" type="checkbox"/> Highest Combined Score (based on the 70% technical proposal and 30% price weight distribution) <input checked="" type="checkbox"/> Full acceptance of the UNDP Contract General Terms and Conditions (GTC). This is a mandatory criterion and cannot be deleted regardless of the nature of services required. Non-acceptance of the GTC may be grounds for the rejection of the Proposal.			
Criteria for the Assessment of Proposal	<u><b>Technical Proposal (70%)</b></u> <input checked="" type="checkbox"/> Expertise of the Firm, see details in form 1 annexe 5. <input checked="" type="checkbox"/> Methodology, Its Appropriateness to the Condition and Timeliness of the Implementation Plan, see details in form 2 annex 5 <input checked="" type="checkbox"/> Qualification of Key Personnel, see details in form 2 annexe 5 <b>NB.:</b> only the financial proposals of technically qualified bidders (having obtained the technical score $\geq 70\%$ ) will be considered for further evaluation. <u><b>Financial Proposal (30%)</b></u> To be computed as a ratio of the Proposal's offer to the lowest price among the proposals received by UNDP which are technically qualified.			



Au service  
des peuples  
et des nations

UNDP will award the contract to:	<input checked="" type="checkbox"/> One and only one Service Provider <input type="checkbox"/> One or more Service Providers, based on the following factors:
Annexes to this RFP	<input checked="" type="checkbox"/> Detailed Terms of Reference (Annexe 2) <input checked="" type="checkbox"/> Form for Submission of Proposal (Annexe 3) <input checked="" type="checkbox"/> General Terms and Conditions (Annexe 4) <sup>2</sup> <input type="checkbox"/> Others <sup>3</sup>
Contact Person for Inquiries (Written inquiries only)	Address: <a href="mailto:faq.td@undp.org">faq.td@undp.org</a> . Any delay in the UNDP response cannot be used as a justification for extending the submission deadline, unless UNDP determines that such an extension is necessary and communicates the new deadline to the bidders.
Other Information [please specify]	<i>Bidder' attention is drawn to the importance of reading all the provisions of this RFP very carefully. In particular, bids must be made in accordance with Annex 3 (the model of which must be reproduced on the bidder's letterhead and signed by the person with authority to commit the bidding firm), all CVs of the proposed personnel, specifying in each case the position for which they are proposed, must be signed and dated, and must be followed by a certification of availability of each of the proposed Experts to carry out the mission, also dated and signed in his name.</i>

<sup>2</sup>Service Providers are alerted that non-acceptance of the terms of the General Terms and Conditions (GTC) may be grounds for disqualification from this procurement process.

<sup>3</sup>In addition to the contents of this RFP, more detailed ToRs may be attached to the RFP as an appendix.



## Annexe 2: TERMS OF REFERENCE

### TERMS OF REFERENCE FOR THE RECRUITMENT OF A FIRM TO UPDATE THE STRATEGIC ACTION PROGRAMME (SAP) OF THE LAKE CHAD BASIN

#### I. Background

Lake Chad is the fourth largest lake in Africa (in terms of surface area), behind Lakes Victoria, Tanganyika and Nyasa. Located in the eastern Sahel region, on the southern edge of the Sahara Desert, the Lake and its basin are a vast freshwater resource shared by Cameroon, Central African Republic, Chad, Niger, Nigeria and Libya.

Lake Chad provides the 47 million people living in its basin with various environmental services, such as supply (food and water), support (land and nutrient cycling), regulation (groundwater replenishment, carbon sequestration, air purification) and culture (recreation, spirituality, education). It provides supply and support services through economic diversification (cultivation of sorghum and hydrophilic millet varieties, seasonal hunting and fishing, extensive livestock farming, etc.). The Lake contributes significantly to the food security of the region, which extends over a radius of approximately 300 km. Fishing, which produces an average of 50,000 tons per year, contributes significantly to the GDP of the riparian countries. Indeed, the land bordering the Lake serves as essential grazing areas for livestock. The flood plains are a destination for massive transhumance and fishing areas.

The environmental resources are thus essential for the survival of the population of Lake Chad, for its subsistence as well as for its economic activities.

In recent decades, under the growing influence of environmental and climate change and inappropriate practices, the Lake shrunk from 25,000 to 2,500 km<sup>2</sup> (or more than 90 per cent), with a marked impact on the quantity and quality of water resources, related ecosystems, economic activities and food security in the basin, endangering the lives of more than 47 million people who live there and derive most of their livelihood from activities such as fishing, agriculture and livestock. This accelerated degradation of water resources and ecosystems is worsened by the effects of climate change and growing insecurity in the area.

In May 1964, the riparian countries of the Lake Chad Basin established the **Lake Chad Basin Commission** (LCBC) with the signing of the Fort Lamy (now N'Djamena) Convention. The role of the LCBC is to (i) ensure the optimal use of the waters resources of the basin, (ii) coordinate regional development and (iii) assist in resolving possible disputes between member states. During the period 1990-2012, LCBC initiated, with the support of external donors, a reform process aimed at realigning the national policies of member states with regional policy. The initial phase of this process involved working with the riparian countries to define **a common vision** (Lake Chad





Vision 2025), develop a **regional strategy** (Lake Chad Basin Strategic Action Programme) and adopt **common water management principles** (Lake Chad Basin Water Charter).

Between 2004 and 2008, with the support of a GEF-funded project jointly implemented by the United Nations Development Programme (UNDP) and LCBC, a Transboundary Diagnostic Analysis (TDA) had identified a list of interrelated transboundary issues to be addressed in the Lake Chad Basin. The project had also developed a Strategic Action Programme (SAP) which had been negotiated and approved at the highest level of LCBC, namely the Summit of Heads of State. The SAP of LCBC is a regional policy framework document, supported by member states and international partners. Supplemented by National Action Plans (NAPs), the SAP was designed for voluntary adherence by member states to a common consistent action to safeguard the environment of the Lake Chad Basin, but also to make progress in the sustainable and equitable exploitation of the basin's resources. The SAP made it possible (i) to establish clear priorities for action in terms of policy, legal, institutional or investment reforms to solve the priority transboundary problems identified in the TDA and (ii) to commit member states to subscribe to a programme of enhanced regional environmental cooperation. For its implementation, LCBC launched in 2014, in Bologna, Italy, a first Five-Year Investment Plan (FYIP) 2013-2017, which enabled AfDB and GEF to fund major projects such as the Sustainable Development Programme of the Lake Chad Basin (PRODEBALT) and the Programme for the Rehabilitation and Strengthening of the Resilience of the Socio-Ecological Systems of the Lake Chad Basin (PRESIBALT) in the Lake Chad Basin.

Since the adoption of the SAP in 2008, many studies conducted by LCBC and its partners (UNDP, EU, BMZ, UNESCO, WB, AfDB...) have substantially improved the basis of knowledge of water resources (surface and groundwater), of the other ecosystems of the basin as well as on the pressures and socio-economic challenges of the Lake Chad Basin.

The adoption of the Water Charter in 2012 by the Summit of Heads of States committed the countries of the Lake Chad Basin to adopt a set of harmonized laws and policies to protect the water and natural resources of the basin. Ratified by four of the six member countries, the Water Charter should come into force in the coming months.

In addition to the policy shifts mentioned in the various assessments, other changes have occurred in the basin over the past decade. The severe drought of 2008 raised awareness of the vulnerability of the basin's ecosystems to climate variability and change. Insecurity has increased due to the rise of Boko Haram and other actors in the region, which has led to problems such as involuntary migration, destabilization of livelihoods and, of course, an upsurge in violence and deaths. Combined with socio-economic hardship and various environmental pressures, insecurity has led to a humanitarian crisis in the Lake Chad area.



*Au service  
des peuples  
et des nations*

Moreover, in December 2015, the 21<sup>st</sup> Conference of the Parties of the United Nations Framework Convention on Climate Change (UNFCCC) (UNFCCC) in Paris highlighted the major problem of the significant loss of volume (90%) and surface area (90%) of Lake Chad over the last 45 years due to several years of declining rainfall.

In view of the emerging challenges in the basin and the improved knowledge of the region, including climate variability and change and groundwater resources, GIZ and UNDP-GEF project under the leadership of LCBC undertook to update, respectively, the TDA and SAP. This twofold review seeks significant changes in relation to the transboundary issues identified in the various reviews, considering new and emerging regional issues such as the effects of climate change, increasing insecurity and joint groundwater use to improve overall planning and decision-making.

The updating of the TDA has provided updated information and data necessary for the SAP update process earmarked as part of the regional project to support the improvement of the management of Lake Chad. The revision of the TDA in 2018 has indeed identified the following transboundary problems to be solved in the Lake Chad Basin: (i) the variability of hydrological and hydrogeological regimes; (ii) biodiversity degradation; (iii) river sedimentation; (iv) climate variability and change. It should be noted that the process of updating the TDA includes a causal chain analysis (CCA), stakeholder analysis and analysis of missing data.

The SAP update process will be inspired not only by the Water Charter and the updated TDA (2018 by GIZ) but also by other strategic documents of LCBC such as the Climate Change Adaptation Plan, the Regional Climate Change Adaptation Strategy, Silting Master Plans, and the Master Plans for Wood and Energy. The update of the SAP will also take into account the results of previous work carried out by LCBC and its partners, namely the Master Plan for the Development and Environmentally Sound Management of the Natural Resources of the Lake Chad Conventional Basin, produced in 1992 and the Strategic Action Plan for the Sustainable Development of the Lake Chad Basin, of the GEF project in 1988, as well as the study of environmental and social risks.

The review process should lead to a more detailed and updated SAP, which will reflect emerging issues of transboundary interest. The revised SAP should set out a vision for the Lake Chad Basin, including Environmental Quality and Water Resources Objectives (EQWROs). It will be accompanied by a detailed implementation plan, a robust monitoring and evaluation framework to assist LCBC in monitoring and reporting the implementation status, and a pre-feasibility study to develop its investment plan. The development of the SAP should include measurable outcomes for gender mainstreaming. These outcomes should also take into account early childhood, youth and persons with disabilities and other social strata recognised as vulnerable.



The SAP review process is part of the regional project “Improving the management of Lake Chad by strengthening resilience to climate change and reducing ecosystem stress through the implementation of the Lake Chad Basin Strategic Action Programme (SAP)” funded by the Global Environment Facility (GEF) and jointly implemented by the United Nations Development Programme (UNDP) and LCBC. This project aims to strengthen the capacity of LCBC and its member states to achieve systemic, integrated and resilient integrated ecosystem-based management of Lake Chad Basin through implementation of agreed policy, legal and institutional reforms and investments that improve water quality and quantity, protect biodiversity, and sustain livelihoods.

As such, UNDP is seeking for the Project “Improving the Management of the Lake Chad Basin” a group of two Senior International Consultants to lead the process of updating the SAP document.

## I. Objectives

The overall objective of this contract is to formulate, based on the results of the updated Transboundary Diagnostic Analysis (TDA) and other strategic documents of LCBC, a Strategic Action Programme (SAP) with a Funding Programme for the Lake Chad Basin for the period 2020-2030 (with possibilities for revision in 2025).

More specifically, the consultation shall:

1. Review and update cross-border priorities and activities in terms of investment, capacity building, awareness raising, following the causal chain analysis carried out during the TDA update process;
2. Update the SAP vision, environmental/socio-economic goals and objectives of LCBC, ensuring consistency with other strategic documents;
3. Capitalize on lessons learned from previous programmes and projects;
4. Identify ideas, opportunities and innovative solutions to achieve the objectives with appropriate strategies for their implementation;
5. Propose, on the basis of the Transboundary Diagnostic Analysis and other studies including national and regional consultations, ***a developed Regional Framework document that shows a global vision and a common roadmap as a reference for the implementation of the Water Charter, for the whole basin.*** The actions of this framework document should inevitably take into account aspects such as adaptation to climate variability and change as well as the shared use of surface and groundwater, but also all cross-cutting issues (gender, early childhood, vulnerable populations, etc.). This Framework document will have to reflect the ***prospects, priorities and***



*approaches to be adopted to implement the guidelines of the Water Charter* but also guidelines of decision-makers at the level of LCBC and the member states. It will include **priority axes of intervention and priority actions to be implemented** for each axis for the period covered.

6. Develop a short, medium and long term action plan to address transboundary environmental problems, priority areas identified by the regional summary of the TDA;
7. Propose a coherent institutional and legal framework including the roles and responsibilities of stakeholders in the regional, national and local implementation of the SAP;
8. Propose a capacity building plan for stakeholders;
9. Develop a funding plan complementary to the Investment Plan on the basis of priority problems identified in the updated TDA and not (or insufficiently) addressed;
10. Propose a mechanism for monitoring the state of the basin based on environmental and socio-economic indicators selected for the update of the TDA and SAP;
11. Propose a realistic and effective improved M&E programme and mechanism to assess the implementation of the SAP as a viable tool for LCBC.

## II. Expected Outputs

1. Cross-border priorities and actions for investment, capacity development, awareness raising are reviewed and updated in line with the causal chain analysis carried out during the TDA update process;
2. The SAP vision, environmental/socio-economic goals and objectives of LCBC are updated in line with other strategic documents;
3. A Regional Framework Document that shows a global vision and a common roadmap as a reference for the implementation of the Water Charter for the entire Basin is developed;
4. A short, medium and long term action plan is developed;
5. A consistent institutional and legal framework including the roles and responsibilities of stakeholders involved in the regional, national and local implementation of the SAP is proposed;
6. A financing plan complementary to the Investment Plan is developed;
7. An M&E mechanism for the implementation of the SAP is developed.

## III. Mission Scope and Objectives

The aim is to develop a framework document whose implementation will make it possible to create environmental conditions of prosperity, stability and equity in the Lake Chad Basin through coordinated and sustainable management, in line with the challenges identified in the



*Au service  
des peuples  
et des nations*

various studies conducted at regional and national levels, including the updated TDA. The mission will have to capitalize on what has been achieved and share good practices and lessons learned from previous interventions. The mission should cover all LCB countries, including the communities bordering the Lake. Its objective is to contribute to addressing the challenges facing the achievement of the objectives of the LCBC Vision 2025. It reflects the responsibility of member states for the “common heritage and other wetlands, which should be maintained at sustainable levels to ensure the economic security of the freshwater ecosystem resources, sustainable biodiversity and aquatic resources of the basin, and used equitably to meet the needs of the basin’s population and thus reduce poverty levels”.

#### **IV. Duties and Responsibilities of Consultants**

The consultants shall exploit the recommendations of the transboundary diagnostic analysis, the lessons learned from the implementation of the former SAP and the previous programmes and projects to delimit the strategic, organizational and operational contours of the mechanism to be set up. IT will enable better performance in the actions carried out in favour of an integrated water resources management in the Lake Chad Basin, by strengthening the existing synergies between the urgent interventions of humanitarian action, peace with development.

Under the joint supervision of the Director Technical of LCBC and the Regional Coordinator of the PMU, the consultant(s) shall:

1. Define the strategic guideline of the action programme;
2. Propose an organizational and legal framework for the implementation of the SAP;
3. Propose an action plan with a multi-year budget for the implementation of the Regional Framework document;
4. Propose strategic axes of resource mobilization for the funding of the action plan;
5. Propose a monitoring and evaluation mechanism for the SAP, including procedures for updating it;
6. Facilitate workshops for discussion and validation of documents with the structures concerned;
7. Propose a method/approach for validating the final document;
8. Propose a mechanism for sharing and disseminating the document to stakeholders (especially national stakeholders).

#### **V. Expected Outcomes**

1. An updated SAP taking into account the emerging problems of the Lake Chad Basin, validated at the regional level;



2. An Action Plan with short, medium and long term budgeting (by 2030) developed and validated;
3. An institutional and legal framework conducive to the implementation of the proposed Plan;
4. A proposed Stakeholder Capacity Building Plan;
5. A Funding Plan complementary to the developed Investment Programme (IP);
6. An Environmental Monitoring Framework for the basin developed;
7. A mechanism for monitoring and evaluation of the proposed SAP.

## **VI. Profile and qualifications of Consultants**

The mission team will be composed of two (2) complementary International Senior Experts specialized in the development of policies, strategic frameworks and action plans related to integrated water resources management in a transboundary context.

The Head of Mission will ensure the quality of the mission in order to deliver all the expected outputs within the deadline.

The second consultant, who will be a national of an LCBC country, will have to attest a proven knowledge of the Lake Chad Basin. The consultant shall be responsible for liaising with regional, national and local authorities.

### **A. Skills required of consultants**

1. Excellent interpersonal and communication skills;
2. Excellent analytical, transboundary problem solving and writing/writing skills;
3. Strong client and service orientation and proven flexibility;
4. Strong sensitivity to cross-cutting issues (gender, vulnerable populations etc.).
5. Ability to work independently in an environment;
6. Ability to accept input and receive guidance from multiple sources and create the synthesis necessary to achieve concrete results;
7. Attention to detail and ability to work under pressure and meet deadlines; and
8. Have the capacity to ensure ownership of several issues and produce measurable and consistent results.



## **B. Education and experience**

### Consultant 1: Head of Mission

#### Education:

***The successful candidate should hold at least a Master's degree in Economics, Development Economics, Political, Agricultural, Social and Environmental Sciences or any other related discipline with a specialization in integrated water resources and ecosystem management.***

#### Experiences

The successful candidate should have a relevant reference of the following experiences:

1. Minimum of 15 years experience in formulating/updating policies and strategic frameworks specifically related to integrated water resources management in an international and transboundary context;
2. Proven experience in environmental assessments and the mainstreaming of natural resources and environmental and climate change into development programmes and policies (at least 7 years)
3. Relevant experience in transboundary water management projects and high quality reporting (at least 5 experiences) and three successful assignments of similar size and complexity in the field of consultancy,
4. Have been at least three (3) times Head of Mission during the development of a river or lake basin SAP;
5. Experience working with the LCBC, GEF or the UN systems would be an asset.

#### IT Skills and Languages

1. IT Skills Mastery of the Microsoft Office pack (Word, Excel, Power Point, ...)
2. Languages: A perfect command of French and English, both written and spoken, is essential.

### Consultant 2: Operational

#### Education:

***The successful candidate must hold at least a Master's degree in a field of agronomy, environmental and social sciences and/or in a field related to integrated natural resource management.***

#### Experiences

The successful candidate should have a relevant reference of the following experiences:





1. Minimum of 10 years experience in Natural Resources Management;
2. Relevant professional experience in the formulation/implementation of development programmes and projects and more specifically in the fields of Integrated Water Resources Management, Environmental and Climate Change (at least 4 years),
3. Have conducted or been associated with at least three (3) conclusive studies of similar volume and complexity in the field of consulting;
4. Excellent knowledge of the context of the Lake Chad Basin and the Water Charter;
5. Experience working with the LCBC, GEF or the UN systems would be an asset.

## IT Skills and Languages

1. IT Skills Mastery of the Microsoft Office pack (Word, Excel, Power Point, ...)
2. Languages: A perfect command of French or English, both written and spoken, is essential. Knowledge of another language is an asset.

## VII. DELIVERABLES

The firm or GROUP of consultants shall ensure that the following deliverables are produced and delivered on time and in accordance with the review and validation procedures specified below:

- Deliverable 1: Inception report of the mission integrating the comments and guidelines brought by the Project Coordination on the work plan proposed by the consultant.

This report is due at the latest 2 (two) effective working days after the scoping meeting of the mission by the Project Coordination with the consultant.

It shall be reviewed and validated by the Project Coordinator who shall, if necessary, submit his comments to the Consultant.

- Deliverable 2: Interim report of the mission which comprises the first draft of the SAP Framework Document with annexes. It will be analysed for comments and suggestions during a meeting of the Technical Committee.

This report is due no later than 45 effective working days from the start date of the mission.

The Project Coordination in collaboration with the LCBC shall have 5 days from the date of receipt to review and validate the report.

In case of comments, the Project Co-ordination in collaboration with the LCBC shall return its observations to the Consultant who has 5 working days to integrate the comments including the shortcomings.



- Deliverable 3: As the final report is a fairly advanced version of the final outputs and integrates the various comments of the interim report, it will be presented and discussed during a regional meeting including all LCBC member countries.
- This report is due no later than 55 effective working days from the start date of the mission.
- The Project Coordination has 5 days from the date of receipt to review and validate the report.
- In case of comments during the discussion and validation workshop, the Project Coordination shall return its comments to the Consultant who has 5 working days to integrate the comments including the shortcomings.

All deliverables are to be provided in electronic form (Microsoft Word document with PowerPoint summaries), the validated Framework Document is provided in PDF format and 2 hard copies.

## **VIII. DOCUMENTS TO BE INCLUDED IN THE PRESENTATION OF PROPOSALS**

Comply with the documents specified in Annex 3 of the request for proposals (submission form).

## **IX. EVALUATION**

The evaluation of bids shall take place in two stages. The evaluation of the technical proposals and the evaluation of the financial proposals.

In the first part the technical proposals are opened and evaluated. In the second part, the financial offers of those bidders whose technical proposals are deemed technically qualified are opened and evaluated.

The evaluation of the financial offers shall be carried out in accordance with the following formula:

Financial Score A = [(Lowest Financial Proposal) / Financial Proposals of A] x 30

The contract will be awarded to the team of candidates using the combined method, i.e. to the bid with the highest combined score (Weighted Technical + Financial) and which accepts the UNDP General Conditions.

### **9.1 Technical proposals**

Technical proposals are evaluated on the basis of the competence and qualification criteria defined in the terms of reference.

Technical proposals will be considered technically qualified if they obtain 70% of the maximum score of 1000 points; this technical score will be weighted at 70%.

# United Nations Development Programme



*Au service  
des peuples  
et des nations*



## **APPENDIX 3:**

### **FORM FOR SUBMITTING SERVICE PROVIDER'S PROPOSAL<sup>4</sup>**

(This Form must be submitted only using the Service Provider's Official Letterhead)<sup>5</sup>

[Specify: place]

[Insert: Date]

To: [Insert: Name and Address of UNDP focal point]

Dear Sir, Madam,

We, the undersigned, hereby offer to render the following services to UNDP in conformity with the requirements defined in the RFP dated [specify date], and all of its attachments, as well as the provisions of the UNDP General Contract Terms and Conditions:

#### **A. Qualifications of the Service Provider**

*The Service Provider must describe and explain how and why they are the best entity that can deliver the requirements of UNDP by indicating the following:*

- a) Profile – describing the nature of business, field of expertise, licenses, certifications, accreditations;*
- b) Business Licenses – Registration Papers, Tax Payment Certification, etc.*
- c) Latest Audited Financial Statement – income statement and balance sheet to indicate its financial stability, liquidity, credit standing, and market reputation, etc.;*
- d) Track Record – list of clients for similar services as those required by UNDP, indicating description of contract scope, contract duration, contract value, contact references;*
- e) Certificates and Accreditation – including Quality Certificates, Patent Registrations, Environmental Sustainability Certificates, etc.*
- f) Written Self-Declaration that the company is not in the UN Security Council 1267/1989 List, UN Procurement Division List or Other UN Ineligibility List.*

<sup>4</sup>This serves as a guide to the Service Provider in preparing the Proposal.

<sup>5</sup>Official Letterhead/Stationery must indicate contact details – addresses, email, phone and fax numbers – for verification purposes



## B. Proposed Methodology for the Completion of Services

*The Service Provider must describe how it will address/deliver the demands of the RFP; providing a detailed description of the essential performance characteristics, reporting conditions and quality assurance mechanisms that will be put in place, while demonstrating that the proposed methodology will be appropriate to the local conditions and context of the work.*

## C. Qualifications of Key Personnel

*If required by the RFP, the Service Provider must provide:*

- a) Names and qualifications of the key personnel that will perform the services indicating who is Team Leader, who are supporting, etc.;*
- b) CVs demonstrating qualifications must be submitted if required by the RFP; and*
- c) Written confirmation from each personnel that they are available for the entire duration of the contract.*

## D. Cost Breakdown per Deliverable\*

	<b>Performance</b>	<b>Percentage of Total Price (Weight for payment)</b>	<b>Prices (Lump Sum, All Inclusive)</b>
1	Making a video capsule		
2			
3			
4			
	<b>Total</b>	<b>100%</b>	

*\*This shall be the basis of the payment tranches*



*Au service  
des peuples  
et des nations*

## E. Cost Breakdown by Cost Component

Description of Activity	Remuneration per Unit of Time	Total Period of Engagement	No. of Personnel	Total Rate
<b>I. Personnel Services</b>				
1. Services from Home Office				
a. Expertise 1				
b. Expertise 2				
2. Services from Field Offices				
a. Expertise 1				
b. Expertise 2				
3. Services from Overseas				
a. Expertise 1				
b. Expertise 2				
<b>II. Out of Pocket Expenses</b>				
1. Travel Costs				
2. Daily Allowance				
3. Communications				
4. Reproduction				
5. Equipment Lease				
6. Others				
<b>III. Other Related Costs</b>				

*[Name and Signature of the Service Provider's  
Authorized Person]*

*[Designation]*

*[Date]*



**Annexe 4: UNDP GENERAL TERMS AND CONDITIONS FOR SERVICE (See document annexed in .pdf).**





## Annexe 5: Selection Criteria

**The minimum technical score required to participate in the Financial Evaluation phase is 70 points.**

The evaluation of the technical proposals will be carried out on the basis of the following technical evaluation grid:

No.	Description	Maximum Attributable Points
<b>1</b>	<b>Business expertise and management structure</b>	<b>150</b>
1.1.	<b>General organizational capacity that may affect implementation</b>	50
1.1.1	Organisation chart (covering all the necessary functions of a company operating in the field of environmental studies and advice).	20
1.1.2	Number of years of operational existence, minimum 5 years	30
1.2	<b>Expertise in the field of study</b>	<b>100</b>
1.2.1	General experience in environmental studies and advice	20
1.2.2	Specific experience in the development of strategic action programmes	50
1.2.3	<b>Relevance and adequacy of the internal quality assurance system related to the study</b>	<b>30</b>
<b>2.</b>	<b>Understanding of the mission and methodological approach</b>	<b>150</b>
2.1	Understanding of the mission in its context, its general and specific objectives	50
2.2	Methodological approach based on a very good understanding of the mission, with a good articulation, between the various stages, of its achievement in the performance of the intermediate and final objectives.	50
2.3	Work plan, including time line, relevant and appropriate to the accomplishment of the assignment	50
<b>3.</b>	<b>Qualifications of the personnel proposed to carry out the mission</b>	<b>700</b>
3.1	<i>Consultant 1: Head of Mission, Senior Expert</i>	<b>400</b>



Au service  
des peuples  
et des nations

3.1.2	<i>Diploma: at least a Master's degree in Economics, Development Economics, Political, Agronomic, Social and Environmental Sciences or in any other related discipline with a specialization in integrated water resources and ecosystem management.</i>	50
3.1.3	Relevant experience in transboundary water management projects and high quality reporting (at least 15 years)	80
3.1.4	Experience in environmental assessments and the mainstreaming of natural resources and environmental and climate change into development programmes and policies (at least 7 years)	70
3.1.5	Experience in formulating/updating policies and strategic frameworks specifically related to integrated water resources management in a transboundary context (at least 5 experiences) and three successful assignments of similar size and complexity in the field of consultancy	150
3.1.6	Have been at least three (3) times head of mission during the development of a river or lake basin SAP;	50
3.2	<u>Consultant 2:</u> Water Resources Management International Expert 300	
3.2.1	Diploma: at least a Master's degree in a field of agronomy, environmental and social sciences and/or in a field related to integrated natural resource management.	30
3.2.2	Experience in Natural Resource Management (at least 5 years)	100
3.2.3	Professional experience in the formulation/implementation of development programmes and projects and more specifically in the fields of integrated water resources management, environmental and climate change (at least 4 years)	100
3.2.4	Have conducted or been associated with at least three (3) conclusive studies of similar volume and complexity in the field of consulting: strategy development	50
3.2.5	Knowledge of LCBC and the Water Charter	20
Total scores		1.000

**The minimum technical score required to participate in the Financial Evaluation phase is 700 points.**