

Terms of reference (ToR) for the procurement of services below the EU threshold

CONFIDENTIAL

DEVELOPMENT OF ECOSYSTEM BASED ADAPTATION GUIDELINES

**Project number/
cost centre:
G-011724-001**
**Tender number
7000020628**

0. List of abbreviations	2
1. Context.....	3
2. Tasks to be performed by the contractor	5
3. Concept.....	7
Technical-methodological concept	8
Project management of the contractor (1.6)	8
Further requirements (1.7).....	9
4. Personnel concept.....	9
Team leader.....	9
Key expert 1 – Ecosystem-based Adaptation	10
Key expert 2 – Biodiversity	11
Expert 3: Junior Project Support.....	12
5. Costing requirements	13
Assignment of personnel and travel expenses	13
Sustainability aspects for travel	13
Workshops, events and trainings.....	14
6. Inputs of GIZ or other actors.....	14
7. Requirements on the format of the tender	14

0. List of abbreviations

AG	Commissioning party
AN	Contractor
AVB	General Terms and Conditions of Contract for supplying services and work
FK	Expert
FKT	Expert days
KZFK	Short-term expert
ToRs	Terms of reference

1. Context

This project is commissioned by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH as part of its ongoing collaboration with the Department of Forestry, Fisheries, and the Environment (DFFE) to support South Africa's efforts in addressing climate change and achieving a just transition to a low-carbon economy. The GIZ Climate Support Programme assists DFFE in policy development and implementation to meet South Africa's Nationally Determined Contributions (NDCs) under the Paris Agreement and the implementation of the relevant targets in the National Biodiversity Strategy and Action Plan (NBSAP). The work set out in these terms is a continuation of the extensive policy development and implementation process supported through the partnership covering climate change policy, specifically on adaptation policy in the biodiversity and ecosystems sector recognized as a priority sector in South African National Climate Change Response Policy (NCCRP).

The National Climate Change Adaptation Strategy (NCCAS) gave a directive to all priority sectors impacted by climate change to either revise or develop a response strategy/plan to climate change. The Biodiversity and Ecosystems sector of South Africa is one such sector. A Biodiversity Sector Climate Change Response Strategy and the Vulnerability Assessment of South Africa's nine terrestrial biomes has been completed. This strategy will be *inter alia* implemented through Ecosystem based Approaches/Adaptation (EbA). Ecosystem-based Adaptation (EbA) is the use of biodiversity and ecosystem services as part of an overall strategy to help people to adapt to the adverse effects of climate change (CBD, 2009). It represents a coherent approach for adaptation to climate change that makes use of the role that well-functioning ecosystems play in achieving positive societal and development outcomes.

The EbA approach has been recognised especially (but not only) for its potential to support poor and rural communities who are directly dependent on natural resources and ecosystem services in adapting to climate change. EbA interventions also have the potential to be relatively cost-effective and adaptive in the long-term when compared to adaptation solutions that rely strictly on engineering and hard infrastructure. The co-benefits of EbA can contribute towards a broader set of socio-economic and development goals, including job creation, poverty reduction and rural/peri-urban development.

South Africa's first Strategic Framework and Overarching Implementation Plan for Ecosystem-based Adaptation was developed for the period 2016-2021 as a core component of the country's overall approach to climate change adaptation to enable a long-term, just transition

to a climate-resilient society and economy. It identified the need for 'EbA Guidelines' for designing EbA interventions in a South African context and providing a consistent understanding of EbA by policy makers, practitioners and funders. The newly updated Strategy and Implementation Plan for Ecosystem-based Adaptation in South Africa 2025-2034 (hereafter, EbA Strategy and Implementation Plan) called for the updating of the guidelines as a standalone accompanying document.

This guideline document outlines four cornerstones of EbA practice, and positions these as the fundamental values of the EbA approach, namely that:

- EbA interventions are adaptation responses to current and future impacts of climate change;
- EbA interventions make use of biodiversity and ecosystem services;
- EbA interventions result in people being more resilient to climate change; and
- EbA interventions are contextualised in a paradigm of sustainable development.

A set of 7 principles, with a subset of criteria, and 11 safeguards are defined that will help to ensure the beneficial outcomes that EbA promises for both people and nature, within the context of climate change adaptation. A six-step process is outlined for developing and implementing EbA followed by a preliminary monitoring and evaluation framework. This framework would support both the ongoing sustainability of EbA projects and would interact with research guidelines to build strong evidence base for the approach.

The full use of these guidelines relies on building capacity in EbA planning and implementation in all target groups. This includes making a convincing case that investing in EbA is worthwhile and ensuring that prospective users are able to understand and apply the principles, safeguards, and the M&E Guideline. For many user-groups, overcoming perception and implementation barriers relating to the value and applicability of EbA will be crucial to the unlocking EbA actions.

The Convention on Biological Diversity is currently revising its Voluntary Guidelines for the design and implementation of EbA, Voluntary Guidelines currently under revision were based on South Africa's EbA guidelines as South Africa is the first country to develop such guidelines.

Furthermore, South Africa carried out a study to explore the alignment between EbA and Nature-based Solutions (NbS). The inclusion of NbS based on the findings of this study in the revision of South Africa's EbA guidelines will be important. Disaster Risk Reduction has been

identified as another important element to include in the revision of South Africa's EbA guidelines.

In light of the above, there is a need to review the EbA guidelines taking into consideration the findings of the scientific assessment on the implications of NbS and the role of ecosystem-based adaptation into disaster risk reduction. The guidelines will support the effective implementation of the revised strategy. In addition, the main aim of the guidelines is to provide clarity on the concept EbA/NbS and to ensure that prospective users are able to understand and apply the principles, safeguards, and the M&E Guideline.

2. Tasks to be performed by the contractor

The contractor is responsible for providing the following services:

ACTIVITY 0: Project Inception

- Participate in the project inception meeting
- Draft and finalise an inception report which includes a stakeholder engagement plan

ACTIVITY 1: Consolidate existing information on the EbA guidelines, NbS and Disaster Risk Reduction (gathered and provided by the DFFE)

- Analyse information provided by DFFE, including key EbA guidelines, NbS and Disaster Risk Reduction (guidelines, policies, strategies, action plans, programmes, projects, and activities)
- Review the existing EbA guidelines, and their alignment with NbS (i.e. based on the study conducted by South Africa) and Disaster Risk Reduction
- Identify the information gaps regarding the EbA Guidelines, NbS and Disaster Risk Reduction as well as institutional knowledge and technical capabilities and inform the Project Steering Committee (PSC).

ACTIVITY 2: Develop the Revised EbA Guideline document

- Define guiding principles for Disaster Risk Reduction in South Africa and clearly outline the steps that should be taken to implement Disaster Risk Reduction, given the country's status as ranked amongst the megabiodiverse countries and its location in one of the climate hotspots in the world.

- Identify practical steps for mainstreaming NbS and disaster risk reduction into the implementation and management of EbA in consideration of a range of end user groups/stakeholders.
- Practical steps for accessing funds for EbA

ACTIVITY 3: Stakeholder Consultations

- Support DFFE in planning and executing 2 online consultation workshops. The workshops will be used to present findings to solicit inputs. Inputs must be incorporated into the draft deliverables above and considered for the final implementation plan.
- The service provider is expected to document anonymous inputs and comments received from various stakeholders and provide a comprehensive report with the comments received, how the comments were addressed as well as the integration of comments into deliverables produced.
- The Service Provider, with the support of DFFE and GIZ, is required to plan, manage and arrange the workshops and any additional services required (i.e. facilitation, software, etc.). Please note that the service provider should include all professional fees and costs for facilitation in the budget.
- The Service Provider will be required to coordinate with the DFFE and GIZ Project Management Team to ensure adequate preparation for the workshops. All processing of personal data in invitation lists, attendance registers and other formats will be managed by DFFE (this explicitly excludes the role of GIZ in personal data processing). The consultancy will be responsible for facilitating, and supporting where necessary, Stakeholder Engagements in accordance with the approved Stakeholder Engagement Plan.

ACTIVITY 4: Prepare the Revised EbA Guidelines for consideration and integration into the CBD Voluntary Guidelines at the 17th meeting of the Conference of the Parties (COP) to the Convention on Biological Diversity (CBD) in October 2026 in Yerevan, Armenia.

- Organising an online workshop with the Project Management Team to introduce the guidelines and prepare the presentation and documents for integration into activities at COP17.

Furthermore:

- The contractor is responsible for selecting, preparing, training and steering the short and long-term experts assigned to perform the advisory tasks.
- The contractor provides equipment and supplies (consumables) and assumes the associated operating and administrative costs.
- The contractor manages costs and expenditures, accounting processes and invoicing in line with the requirements of GIZ.
- The contractor reports regularly to GIZ in accordance with the current AVB of the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.
- In addition to the reports required by GIZ in accordance with the AVB, the contractor submits the following reports:
- Inception report

- Workshop and comment tracking report
- All reports defined as deliverables set out in Section 2

Certain milestones, as laid out in the table below, are to be achieved during the contract term:

Milestones	Deadline
Project Inception	
Inception Meeting	1 week after contract signature
Final approved inception report	Within 2 weeks after inception meeting
Project Implementation	
Consolidate existing information on the EbA guidelines, NbS and Disaster Risk Reduction (gathered and provided by the DFFE)	Within 3 weeks after final inception report
Develop the Revised EbA Guideline document	Within 3 weeks after final inception report
Stakeholder Consultation Workshops	Within 3 –8 weeks after final inception report
Prepare the Revised EbA Guidelines for consideration and integration into the CBD Voluntary Guidelines at the 17th meeting of the Conference of the Parties (COP) to the Convention on Biological Diversity (CBD) in October 2026 in Yerevan, Armenia	Within 14 weeks after final inception report
Project Closeout	
1. Closeout Meeting	Within 4 weeks after the introduction of the revised EbA Guidelines
2. Final approved Closeout Report	

Period of assignment: from 30 September 2026 until 31 December 2026.

The Service Provider must plan a work schedule against a timeline of 3 months. The table of milestones above provides an indication of the default timeline. All expert days must be planned against the above milestone timeline and tasks contained in Section 2.

3. Concept

In the tender, the tenderer is required to show *how* the objectives defined in Chapter 2 (Tasks to be performed) are to be achieved, if applicable under consideration of further method-related requirements (technical-methodological concept). In addition, the tenderer must describe the project management system for service provision.

Note: The numbers in parentheses correspond to the lines of the technical assessment grid.

Technical-methodological concept

Strategy (1.1): The tenderer is required to consider the tasks to be performed with reference to the objectives of the services put out to tender (see Chapter 1 Context) (1.1.1). Following this, the tenderer presents and justifies the explicit strategy with which it intends to provide the services for which it is responsible (see Chapter 2 Tasks to be performed) (1.1.2).

The tenderer is required to present the actors relevant for the services for which it is responsible and describe the **cooperation (1.2)** with them.

The tenderer is required to present and explain its approach to **steering** the measures with the project partners (1.3.1) and its contribution to the **results-based monitoring system** (1.3.2).

The tenderer is required to describe the key **processes** for the services for which it is responsible and create an **operational plan** or schedule (1.4.1) that describes how the services according to Chapter 2 (Tasks to be performed by the contractor) are to be provided. In particular, the tenderer is required to describe the necessary work steps and, if applicable, take account of the milestones and **contributions** of other actors (partner contributions) in accordance with Chapter 2 (Tasks to be performed) (1.4.2).

The tenderer is required to describe its contribution to knowledge management for the partner (1.5.1) and GIZ and to promote scaling-up effects (1.5.2) under **learning and innovation**.

Project management of the contractor (1.6)

The tenderer is required to explain its approach for coordination with the GIZ project. In particular, the project management requirements specified in Chapter 2 (Tasks to be performed by the contractor) must be explained in detail.

The tenderer is required to draw up a **personnel assignment plan** with explanatory notes that lists all the experts proposed in the tender; the plan includes information on assignment dates (duration and expert days) and locations of the individual members of the team complete with the allocation of work steps as set out in the schedule.

The tenderer is required to describe its backstopping concept. The following services are part of the standard backstopping package, which (like ancillary personnel costs) must be factored into the fee schedules of the staff listed in the tender in accordance with Section 3.1 of the GIZ AVB:

- Service-delivery control
- Managing adaptations to changing conditions
- Ensuring the flow of information between the tenderer and GIZ
- Assuming personnel responsibility for the contractor's experts
- Process-oriented steering for implementation of the commission
- Securing the administrative conclusion of the project

Further requirements (1.7)

N/A

4. Personnel concept

The tenderer is required to provide personnel who are suited to filling the positions described, on the basis of their CVs (see Chapter 7), the range of tasks involved and the required qualifications.

The below specified qualifications represent the requirements to reach the maximum number of points in the technical assessment.

Team leader

Tasks of the team leader

- Overall responsibility for the advisory packages of the contractor (quality and deadlines)
- Coordinating and ensuring communication with GIZ, partners and others involved in the project
- Personnel management, in particular identifying the need for short-term assignments within the available budget, as well as planning and steering assignments and supporting local and international short-term experts
- Regular reporting in accordance with deadlines

Qualifications of the team leader

- Education/training (2.1.1): Post graduate degree in Environmental Sciences/Management, Environmental Economics, Engineering, Sustainable Development.
- Language (2.1.2): C2 -level language proficiency in English
- General professional experience (2.1.3): 8 years of professional experience in climate change and response policies (5 points), compilation of GHG inventory and strategies (5 points)
- Specific professional experience (2.1.4): 5 years working with provincial government on climate change response (5 points) and 5 years in provincial government fiscal policy in South Africa (5 points)
- Leadership/management experience (2.1.5): 5 years of management/leadership experience as project team leader or manager in a company
- Regional experience (2.1.6): 5 years' experience working on climate change related projects in South Africa (5 points), with a network of climate change practitioners who have worked and engaged with relevant partners and information in South Africa (5 points)

- Development cooperation (DC) experience (2.1.7): N/A
- Other (2.1.8): 3 years of professional experience in stakeholder engagement and stakeholder management in the field of climate change (5 points) with a network within the climate change field who have worked and engaged with relevant partners (5 points)

Key expert 1 – Ecosystem-based Adaptation

Tasks of key expert 1

- Technical responsibility for content development of tasks described in section 2 relevant to Ecosystem-based adaptation
- Facilitation and planning of stakeholder consultations

Qualifications of key expert 1

- Education/training (2.2.1): Post-graduate degree in Environmental Sciences/Management, Environmental Economics, Engineering, Sustainable Development
- Language (2.2.2): C2 -level language proficiency in English
- General professional experience (2.2.3): 5 years' experience as consultant on ecosystem-based adaptation (5 points) and 3 years' experience in development topics (5 points)
- Specific professional experience (2.2.4): 3 years' experience in the development of climate change strategies, policies and implementation plans (5 points); stakeholder consultation and management (2.5 points), and research (2.5 points)
- Leadership/management experience (2.2.5): 2 years project management experience and skills
- Regional experience (2.2.6): 3 years' experience working on climate change related projects in South Africa (5 points), with a network of fellow climate change practitioners who have worked and engaged with relevant partners and information in South Africa (5 points),
- Development Cooperation (DC) experience (2.2.7): N/A
- Other (2.2.8):
 - 2 years' experience in climate change adaptation implementation (2 points)
 - 2 years' experience in client relation understanding (2 points), stakeholder coordination (1 points), consultation and management skills for both non-governmental and governmental stakeholders (1 point).
 - 2 years' experience of climate change related project set-up (2 points), networks (1 point) and activities (1 point)

Key expert 2 – Biodiversity

Tasks of key expert 2

- Technical responsibility for content development of tasks described in section 2 relevant to Biodiversity
- Facilitation and planning of stakeholder consultations

Qualifications of key expert 2

- Education/training (2.3.1): Post-graduate degree in Environmental Sciences/Management, Environmental Economics, Engineering, Sustainable Development
- Language (2.3.2): C2 -level language proficiency in English
- General professional experience (2.3.3): 5 years' experience as consultant on Biodiversity (5 points) and 3 years' experience in development topics (5 points)
- Specific professional experience (2.3.4): 3 years' experience in the development of Biodiversity strategies, policies and implementation plans (5 points); stakeholder consultation and management (2.5 points), and research (2.5 points)
- Leadership/management experience (2.3.5): 2 years project management experience and skills
- Regional experience (2.3.6): 3 years' experience working on climate change related projects in South Africa (5 Points), with a network of fellow climate change practitioners who have worked with and engaged with relevant partners and information in South Africa (5 points).
- Development Cooperation (DC) experience (2.3.7): N/A
- Other (2.3.8):
 - 2 years' experience in interpreting climate models, projections (2 points),.
 - 2 years' experience in client relation understanding (2 points), stakeholder coordination (1 points), consultation and management skills for both non-governmental and governmental stakeholders (1 points).
 - 2 years' experience of provincial set-up (2 points), networks (1 point), activities (1 point).

Expert 3: Junior Project Support

- Tasks of the Junior Project Support
- Participation at meetings
- Support with presentation creation
- Research, data analysis and report writing
- Qualifications of expert 4
- Education/training (2.4.1): Undergraduate degree in environmental studies, economics, social science
- Language (2.4.2): C2 -level language proficiency in English
- General professional experience (2.4.3): Computer literacy with MS Office packages
- Specific professional experience (2.4.4): N/A
- Leadership/management experience (2.4.5): N/A
- Regional experience (2.4.6): N/A
- Development Cooperation (DC) experience (2.4.7): N/A
- Other (2.4.8): N/A
- The service provider must cost for the inclusion of the junior project support person as part of this project in the financial project proposal. As part of their technical proposal the service provider must also outline the potential candidate(s) as well as the appointment process of the interns if the contract is awarded.

Soft skills of team members

In addition to their specialist qualifications, the following qualifications are required of team members:

- Team skills
- Initiative
- Communication skills
- Socio-cultural skills
- Efficient, partner- and client-focused working methods
- Interdisciplinary thinking

5. Costing requirements

Assignment of personnel and travel expenses

Per diem allowances are reimbursed as a lump sum up to the maximum amounts permissible under tax law for each country as set out in the country table in the circular from the German Federal Ministry of Finance on travel expense remuneration (downloadable from the [German Federal Ministry of Finance – tax treatment of travel expenses and allowances for international business travel as of 1 January 2026 \(GERMAN ONLY\)](#)).

Accommodation allowances are reimbursed as detailed in the specification of inputs below.

With special justification, additional Accommodation costs up to a reasonable amount can be reimbursed against evidence.

All business travel must be agreed in advance by the officer responsible for the project

Sustainability aspects for travel

GIZ has undertaken an obligation to reduce greenhouse gas emissions (CO₂ emissions) caused by travel. When preparing your tender, please incorporate options for reducing emissions, such as selecting the lowest-emission booking class (economy) and using means of transport, airlines and flight routes with a higher CO₂ efficiency. For short distances, travel by train (second class) or e-mobility should be the preferred option.

CO₂ emissions caused by air travel must be offset. GIZ specifies a budget for this, through which the carbon offsets can be settled against evidence.

There are many different providers in the market for emissions certificates, and they have different climate impact ambitions. The [Development and Climate Alliance \(German only\)](#) has published a [list of standards \(German only\)](#). GIZ recommends using the standards specified there.

Specification of inputs

Travel costs are not foreseen

Fee days	Number of experts	Number of days per expert	Total	Comments
Project Inception, implementation, Close-out				
Team Leader	1	55	55	
Expert 1	1	45	45	
Expert 2	1	45	45	
Expert 3	1	45	45	
Other costs	Number	Price	Total	Comments

Flexible remuneration	1	ZAR 105 417	ZAR 105 417	A budget of approximately R105 471.00 of the original budget by the bidder is foreseen for flexible remuneration. Please incorporate this budget into the price schedule. This can be used only for cost items specified in the original agreement. Use of the flexible remuneration item requires prior written approval from GIZ.
Workshops	N/A	N/A	N/A	Online workshops

Workshops, events and trainings

The contractor implements the following workshops:

2 online stakeholder consultation workshops (50 - 100 people) and 1 online workshop with the Project Management Team to introduce the guidelines and prepare the presentation and documents for integration into activities at COP17.

All professional fees and costs for facilitating the workshops must be included in the budget. All other logistical costs for the consultations (venue and catering) will be organised and covered by GIZ.

6. Inputs of GIZ or other actors

GIZ and/or other actors, including DFFE, are expected to make the following available:

Relevant information to support the assignment, including key EbA and climate-related documents (policies, strategies, action plans, programmes, projects, and activities)

Meeting room at the GIZ offices in Pretoria for online workshops.

7. Requirements on the format of the tender

The structure of the tender must correspond to the structure of the ToR. In particular, the detailed structure of the concept (Chapter 3) should be organised in accordance with the positively weighted criteria in the assessment grid (not with zero). The tender must be legible (font size 11 or larger) and clearly formulated. It must be drawn up in English.

The complete tender must not exceed 15 pages (excluding CVs). If one of the maximum page lengths is exceeded, the content appearing after the cut-off point will not be included in the assessment. External content (e.g. links to websites) will also not be considered.

The CVs of the personnel proposed in accordance with Chapter 4 of the ToRs must be submitted using the format specified in the terms and conditions for application. The CVs shall not exceed 4 pages each. They must clearly show the position and job the proposed person held in the reference project and for how long. The CVs can also be submitted in English.

Please calculate your financial tender based exactly on the parameters specified in Chapter 5 Quantitative requirements. The contractor is not contractually entitled to use up the days, trips, workshops or budgets in full. The number of days, trips and workshops and the budgets will be contractually agreed as maximum limits.