



"Strengthening integrated transboundary management of the Incomati and Maputo River Basins."

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Strengthening Integrated Transboundary Management of the Incomati and Maputo River Basins – UNDP/GEF Project

Assignment Title	Stakeholder Mapping & Capacity Needs Assessment Consultant
Project Title	Strengthening Integrated Transboundary Management of the Incomati and Maputo River Basins
Contract Type	Deliverable based consultancy
Location	Home-based with field missions to the Incomati and Maputo River Basins in Eswatini, Mozambique and South Africa
Duration	Estimated 45 days over 5 months
Start date	August 2026

1. BACKGROUND

The Incomati and Maputo Watercourse Commission (INMACOM) is a transboundary river basin organization operating in the Incomati and Maputo basins. INMACOM was officially established on the 18th November 2021. Prior to that, INMACOM existed as the Tripartite Permanent Technical Committee (TPTC) which was established in 1983. The formation of INMACOM as a RBO is aligned to SADC principles on the management of shared transboundary water resources.

The United Nations Development Programme (UNDP)/Global Environment Facility (GEF) project, "Strengthening Integrated Transboundary Management of the Incomati and Maputo River Basins," seeks to advance integrated source-to-sea management across the Incomati and Maputo River Basins, the Lubombo Transfrontier Conservation Area, and adjacent coastal zones. The project aims to ensure environmental security while supporting inclusive and sustainable livelihoods, spanning the Kingdom of Eswatini, the Republic of Mozambique, and the Republic of South Africa.

The project is funded by the GEF and led by the UNDP as the GEF Implementing Agency, in partnership with the Global Water Partnership Southern Africa (GWPSA) as the Executing Agency, while the Incomati and Maputo Watercourse Commission (INMACOM) serves as the focal custodian for project implementation. The project is expected to run over the course of 72 months. During this period, a suite of activities will be undertaken to support coordinated planning and management of terrestrial ecosystems with coastal and marine ecosystems. These activities will be implemented under five (5) project components:

- Component 1: Strengthening regional governance frameworks for transboundary basin management, including application of source-to-sea management approach
- Component 2: Facilitating a knowledge-based approach for source-to-sea management
- Component 3: Support basin-wide and coastal zone strategic planning and investment mobilisation
- Component 4: Creating sustainable livelihoods through enhancing water, food, energy and environmental security



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- Component 5: Knowledge generation, communication, and dissemination

2. OBJECTIVES OF THE ASSIGNMENT

The objective of this assignment is to design and operationalize a strategic stakeholder engagement and capacity development framework, including the establishment of national intersectoral committers and a cross-sectoral transboundary forum that strengthens institutional, technical and operational collaborations between INMACOM, TFCA, and coastal management institutions and to support the effective functionality of the INMACOM Multistakeholder Platform (MSP) as a mechanism for coordinated action under a source-to-sea approach. The INMACOM Secretariat, therefore, seeks to recruit a consultant with extensive experience in stakeholder engagement to serve as the Stakeholder Mapping and Capacity Needs Assessment Consultant in the Inco-Maputo project.

Specifically, the consultancy will:

- Deliver a robust capacity needs assessment and structured capacity development plan
- Establish and operationalise inclusive coordination structures at national and transboundary levels
- Strengthen the INMACOM Multistakeholder Platform (MSP)
- Embed gender equality and social inclusion (GESI) across all outputs

Specific objectives of this assignment to support key program outputs under Components 1 include:

Outcome 1.1

Institutional, technical, and operational capacity of INMACOM strengthened for better collaboration with TFCAs and coastal management institutions

Output 1.1.1: Institutional, technical and operational capacity needs assessment carried out and short-, mid-, and long-term capacity development plan developed to enhance cooperation and coordination in promoting a source-to-sea approach.

Outcome 1.3

Efficient source-to-sea coordination structures operational in the basins

Output 1.3.1: National Intersectoral Committees and a cross-sectoral transboundary coordination forum for source-to-sea management established, including INMACOM, TFCA, coastal management institutions and other key role-players.

3. SCOPE OF WORK

The Consultant will be responsible for the following key tasks:

Task 1: Stakeholder Mapping and Institutional Analysis

The Consultant shall:



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- Conduct a comprehensive gender responsive stakeholder mapping across the Incomati and Maputo basins, including INMACOM, TFCAs, coastal management institutions, government entities, private sector, civil society and local communities.
- Analyse stakeholder roles, mandates, interests and influence, relationships and power dynamics within the source to sea framework.
- Identify coordination gaps, overlaps and opportunities for strengthened collaboration.
- Map stakeholders specifically in relation to their potential roles in intersectoral committees and the transboundary forum.
- Map existing coordination platforms and institutional arrangements, including SADC and national structures.
- Update (based on draft developed during PPG) stakeholder engagement strategy to ensure Inclusive participation mechanisms, feedback and accountability loops, clear targeting of stakeholder groups
- Update stakeholder list for the shared transboundary basin including INMACOM, TFCA and coastal management institutions.

Task 2: Institutional, Technical and Operational Capacity Needs Assessment

The Consultant shall conduct a multi-level capacity assessment covering:

- Conduct a capacity needs assessment for each stakeholder group, covering institutional arrangements and coordination mechanisms, technical expertise, implementation of source to sea approach. This will cover:
 - a. Institutional Capacity**
 - Governance frameworks, policies, and coordination systems
 - Internal systems (financial management, planning, data systems)
 - b. Technical Capacity**
 - Knowledge of IWRM and source-to-sea approaches
 - Data and analytical capabilities
 - c. Operational Capacity**
 - Implementation effectiveness
 - Communication and coordination mechanisms

Additionally, the Consultant shall:

- Assess INMACOM Secretariat capacity alongside stakeholders
- Evaluate readiness for:
 - Horizontal coordination (cross-sectoral)
 - Vertical coordination (national to transboundary)
- Conduct a GESI capacity analysis, identifying barriers to inclusion
- Develop a capacity gap prioritisation matrix, including:
 - Priority ranking (high/medium/low)
 - Feasibility vs impact analysis



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- Assess stakeholder readiness for coordination, integration and technical knowledge of International Water Resource Management, source to sea approaches and effective engagement in the cross-sectoral transboundary forum.
- Identify priority capacity gaps affecting horizontal (across sectors and institutions) and vertical integration (national to transboundary) that limit effective cooperation and coordination, as well as GESI inclusion.
- The consultant is expected to draft and share assessment tools with INMACOM and the GEF Project PMU before they are finalised, approved and deployed for engagement with the stakeholders.

Task 3: Design, update and operationalization of the coordination structures

The Consultant shall:

- Develop National Intersectoral Committees Framework to strengthen or establish national intersectoral committees and propose a mechanism for coordination
- Learning from the National Stakeholder Committees developed by ZAMCOM; develop a strategy and terms of reference (or updated the existing one) for an inclusive cross-sectoral transboundary forum with representation of INMACOM, Lubombo TFCA, coastal management institutions and other key role-players.
- Incorporate lessons from existing models (e.g., ZAMCOM National Stakeholder Committees)

Specifically, the Consultant will:

A. Design Phase

The Consultant shall develop a **comprehensive governance framework** for:

- National Intersectoral Committees
- Cross-sectoral Transboundary Forum / MSP

This shall include:

- Roles, mandates, and reporting lines
- Decision-making processes
- Coordination protocols between national and transboundary levels
- Integration with INMACOM and SADC structures
- Gender-responsive governance mechanisms (e.g., representation targets, gender focal points)

B. Operationalisation Phase

The Consultant shall:

- Develop a **Coordination Structures Operationalisation Roadmap**, including:
 - Establishment steps
 - Resource and capacity requirements
 - Implementation timeline
- Facilitate **initial operationalisation**, including:
 - At least one inaugural meeting per structure
 - Validation of membership and TORs
- Propose **sustainability mechanisms**, including:
 - Institutional anchoring
 - Financing considerations

Task 4: Capacity Development Plan

The Consultant shall:

- Develop a **costed, prioritised capacity development plan** with:
 - Short-, medium-, and long-term interventions
 - Include:
 - Target groups per intervention
 - Regional knowledge exchange mechanisms
- Integrate:
 - Gender-responsive actions
 - INMACOM institutional strengthening needs
- Develop:
 - Monitoring framework with indicators and targets
- Ensure the plan supports sustained engagement and functionality of the transboundary forum.
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Task 5: Cross-sectoral Transboundary Forum / Multistakeholder Platform

The Consultant shall:

- Facilitate **inclusive stakeholder consultations** to redefine the MSP
- Develop a **Programme of Action (PoA)** including:
 - Priority actions and thematic areas under the source to sea approach
 - Roles and responsibilities
- Define:
 - Coordination and implementation modalities for the program of Action
 - Linkages with national committees
- Develop:
 - Performance monitoring framework with KPIs
- Ensure alignment with:
 - Source-to-sea approach
 - Basin-wide planning frameworks

4. EXPECTED OUTPUTS AND DELIVERABLES

	Deliverables/Outputs	Estimated Duration to Complete	Review and Approvals Required	Payment Schedule
1	Inception report (methodology, workplan and stakeholder engagement plan)	2 weeks	GWPSA PMU, INMACOM	10%
2	Stakeholder Mapping and Analysis Report, updated	4 weeks	GWPSA PMU, INMACOM	20%



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	Stakeholder Engagement Strategy (with updated stakeholder list/database as annexure).			
3	Capacity needs assessment report (with supporting assessment tools as annexure)	4 weeks	GWPSA PMU, INMACOM	10%
4	Coordination Structures Package: • <i>Framework for National Intersectoral Committees</i> • <i>Updated strategy and TOR for Cross-sectoral Committees and Transboundary Forum/MSP</i> • <i>Governance Framework</i> • <i>Operationalisation Roadmap</i> • <i>Sustainability strategy</i> • <i>Evidence of stakeholder validation</i> • <i>Updated MSP</i>	2 weeks	GWPSA PMU, INMACOM	20%
5	Capacity Development Plan: • <i>Costed implementation plan</i> • <i>Prioritised interventions</i> • <i>Monitoring framework</i> • <i>GESI integration</i>	3 weeks	GWPSA PMU, INMACOM	10%
6	MSP Strengthening Report and the Programme of Action for the MSP	3 weeks	GWPSA PMU, INMACOM	20%
7	Consolidated Report	2 weeks	GWPSA PMU, INMACOM	10%

5. REPORTING AND INSTITUTIONAL ARRANGEMENTS

- The Consultant will report to the Project Coordinator, with day-to-day support provided by the Gender and Safeguards Specialist and PMU;
- Technical coordination with GWP-SA and INMACOM is required;
- All deliverables are subject to GWPSA quality assurance and clearance provided in conjunction with INMACOM.



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6. DURATION OF THE WORK AND DUTY STATION

The duration of the assignment is five (5) months, estimated 45 days from contract signing. The consultant is expected to work from home with field missions to the three countries if required.

7. WORKING LANGUAGE

The working languages are **English and Portuguese**. All final documents will be in both languages.

8. REQUIRED QUALIFICATIONS

Education

Advanced university degree (Master's or higher) in Social Sciences, Water Resources Management, Development Studies, Public Policy or related field. A PhD will be an added advantage.

Experience

- Minimum 5-7 years of experience in stakeholder engagement, institutional strengthening, or capacity development in water governance or related fields;
- Demonstrated experience in conducting stakeholder mapping and analysis, institutional assessments in multi-sectoral environments
- Experience designing and implementing capacity needs assessments and capacity development plans
- Supporting or establishing multi-stakeholder coordination platforms or governance structures or experience transboundary natural resource management, preferably in river basin, source-to-sea, or coastal management contexts.
- Demonstrated experience in facilitating inclusive multi-stakeholder consultations, workshops, and dialogue processes.
- Experience working with international organizations (e.g., UN agencies, regional bodies) is an advantage.
- Experience integrating Gender Equality and Social Inclusion (GESI) considerations into stakeholder consultation processes is highly desirable.

Language

- Fluency in English and Portuguese is required;

Core Competencies

- Excellent analytical and report writing skills;
- Ability to manage complex, multi-stakeholder process;
- Strong facilitation and stakeholder engagement skills;
- Ability to deliver high quality outputs under tight timelines
- Cultural and institutional sensitivity in transboundary settings.



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9. SUBMISSION OF APPLICATION

Interested applicants should:

- Submit separate:
 - **Technical Proposal** - brief description of why the individual considers him/herself as the most suitable for the assignment; a detailed CV indicating all experience from similar projects, contact details (email and telephone number) of the candidate and at least three (3) professional references. The proposal must have a detailed methodology, outlining technically how the assignment will be executed, including a workplan with critical milestones.
 - **Financial Proposals** clearly detailing the total number of days to complete work and daily rates inclusive of all anticipated costs in United States Dollars (USD) during the period of assignment. The payment for the Services will be made in USD currency. The term "all-inclusive" implies that all costs (professional fees, communications, consumables, VAT etc.) that could be incurred by the consultant in completing the assignment are already factored into the daily fee submitted in the proposal. However, travel costs should be identified separately in line with proposed activities and allocated consulting days.
- GWPSA reserves the right to negotiate any aspect of your proposal before the conclusion of a Contract for the Assignment. GWPSA furthermore reserves the right to reject all proposals submitted without giving any reason. GWPSA may discontinue or suspend without responsibility or liability to any Bidder including (without limitation) any liability for any costs or expenditure incurred by, or inconvenience caused to, any Bidder.
- Electronic Technical and Financial proposals should be submitted in the English Language with a subject line clearly titled: **"Terms of Reference for Stakeholder Mapping & Capacity Needs Assessment for the Incomati and Maputo River Basins Project"** through email to gwpsaprocurement@gwpsaf.org with a copy to Ms Nontobeko Mlangeni nontobeko.mlangeni@gwpsaf.org and Ms. Gcinile Ndzinisa gcinile.ndzinisa@gwpsaf.org by no later than the 29 July 2026.

Female applicants are strongly encouraged to apply. Please note that only shortlisted candidates will be contacted.