



## **Generic Scope of Works for: Eligibility & Scoping**

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## Objectives & Overview of Outputs

The Eligibility stage is to assess an identified project's eligibility for CRIDF support; agree on the priority of the project in respect of the CRIDF project portfolio; and, if a decision is taken to proceed with the project to bankability, CRIDF will move into Scoping, which provides additional basic information on which the Bankability phase will build on.

At the completion of Eligibility, a short report will be produced and the eligibility screen tool (Screen 1) will be completed<sup>1</sup>. A break point is included at the end of Eligibility, whereby CRIDF decides whether to proceed to scoping. If CRIDF recommends proceeding to scoping, the eligibility report will include basic details and costs of scoping activities.

During Scoping, initial stakeholder engagement will be conducted, together with a preliminary review of available documents. The project would be further conceptualised during this stage, with the output of the stage being a Scoping Assessment Report, together with a completed Bankability Assessment gap analysis (Screen 2A) and Project Development & Monitoring Plan (PDMP).

## Scope of Work

### **Phase 1: Eligibility assessment and prioritisation**

#### **Eligibility assessment**

The assessment will be based on a desk review and assessment of available project and background documents, such as concept notes, feasibility studies, design documents, environmental, social or financial studies, and regional plans and strategies. No site visit is required, but some external engagement may be undertaken. In many cases, detailed studies will not be available therefore expert judgement should be used. The key tasks are:

- Obtain any information that may be available for the project to be assessed;
- Review all available information;
- External (electronic) engagement as required;
- Complete the CRIDF eligibility assessment (screen 1) for the project;
- Prepare brief report summarising the findings to compliment the completed screen 1, including final recommendations for follow-up activities, as appropriate.

#### **Prioritisation**

Once the CRIDF eligibility assessment has been completed the PMU will decided how to proceed with the project. There are three options open here:

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<sup>1</sup> See CRIDF website [online [www.cridf.com/](http://www.cridf.com/)]

1. Not to proceed – effectively this is deeming the project as ineligible for CRIDF support. This would happen if the project is outside the CRIDF mandate or has low potential in terms of the transboundary / regional dimension, climate resilience or benefits to the poor and disadvantaged.
2. Proceed with project to bankability. These projects will be those that best fit the CRIDF mandate and are most likely to deliver efficient and effective implementation and benefits. In addition this decision will take into account the current CRIDF project portfolio.
3. Park the project. These are projects that are eligible but will not proceed to bankability at the current time. Parked projects can proceed to bankability at a future time based on the movement of the CRIDF project portfolio through the project cycle.

If DfID input in the decision is required (to be determined at the pitch stage), the documents would be shared with them for a one calendar week no-objection.

## **Phase 2: Scoping**

A project will only progress to Phase 2: Scoping once the PMU has decided that the project will proceed to the bankability stage.

The objective of the scoping phase is to make an initial assessment of the projects bankability. This judgement will be based upon consideration of whether the project is or is likely to be technically, financially, economically, environmentally and socially feasible and sustainable, and whether it demonstrates stakeholder support and regulatory compliance.

In order to complete the initial assessment the following tasks will be undertaken,

- Engagement with key stakeholders;
- Visit to the project site;
- Obtaining and reviewing all existing documentation relating to the project;
- Completion of the CRIDF initial bankability assessment tool (Screen 2A)<sup>2</sup>. This tool comprises 11 categories to be assessed; the Annex provides more information on these categories. If detailed studies are not available on specific issues, this should be clearly stated and expert judgment should be used to provide a professional opinion on the issue involved based upon experience of similar projects and knowledge/the review of the project location.
- Evaluate in as much detail as possible potential transboundary / regional, climate resilience and pro-poor / disadvantaged groups benefits of the project.
- Prepare a report summarising the findings to compliment the completed screen 2A, including final recommendations for follow-up activities, as appropriate
- Prepare a Project Development and Monitoring Plan (PDMP) for the project.

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<sup>2</sup> See CRIDF web site [online:[www.cridf.com/](http://www.cridf.com/)]

- Prepare Project Summary for the project

A detailed example of a scope of works for scoping is provided in Annex A.

## Deliverables

Deliverables	
	<b>Phase 1: Eligibility and prioritisation</b>
	Completed eligibility assessment tool – Screen 1
	Eligibility assessment report
	Decision Note from CRIDF on how/if to proceed with the project
	<b>Phase 2: Scoping</b>
	Completed CRIDF initial bankability assessment tool (Screen 2A)
	Stakeholder engagement meeting minutes (if applicable)
	Initial Scoping Assessment Report, including the evaluation of the project’s transboundary, climate resilience and pro-poor benefits, information on VfM and log-frame contribution
	Project Development and Monitoring Plan (PDMP), and Project summary
	Decision Note from CRIDF on how/if to proceed with the project

## Final Report Sections:

The final stage reports will be developed using the standardised report sections below, written taking into account requirements of potential financiers where relevant.

Eligibility Assessment Report	Scoping/Bankability Assessment Report
Brief project description	Updated project description
List of all available information	Site visit report
Feedback on initial (remote) stakeholder engagement	Stakeholder engagement report
Initial assessment of eligibility against CRIDF mandate – transboundary, climate resilience, pro-	Initial assessment against 11 bankability categories based on available documentation and

poor, peace dividends	/ or professional judgement.
Completed Screen 1	Evaluation of the project's transboundary, climate resilience and pro-poor benefits
Decision note on how to proceed with project	Completed Screen 2A
If recommendation is to proceed to scoping guidance on focus of scoping activities	Initial information on VfM and log-frame contribution
	Project Development and Monitoring Plan (PDMP), and Project summary
	Decision on how to proceed with project
	If recommendation is to proceed guidance on focus of bankability activities

## Stages & Objectively Verifiable Indicators

	Milestone	OVI	DFID approval	Comments
	<b>Eligibility (no project pitch)</b>			
	Eligibility tool completed by Project Lead	Screen 1 filed on Sharepoint <sup>3</sup>	None	If CRIDF recommends proceeding to scoping, the report will include basic details and costs of scoping activities. CRIDF requests feedback within one calendar week. Unless objection is received within this period, it will be deemed that it is approved by DfID, and CRIDF will proceed to scoping.
	Eligibility assessment report	Report internally QA'ed and filed on Sharepoint	None	
	Eligibility assessment report (generic contents to be agreed in advance)		Approval to release retention	
	<b>Scoping (no project pitch)</b>			

<sup>3</sup> CRIDFs file management and sharing tool

	Milestone	OVI	DFID approval	Comments
	Stakeholder engagement conducted	Meeting notes filed on Sharepoint	None	
	Bankability tool completed based on review of available relevant documents and stakeholder engagement	Screen 2A internally QA'ed and filed on sharepoint	None	
	Project development and monitoring plan	1 <sup>st</sup> draft PDMP internally QA'ed and filed on sharepoint (includes results chain and logframe contribution)	None	To only submit a draft PDMP for projects that are proposed to proceed with
	Scoping report	Report internally QA'ed and filed on Sharepoint	None	Report will included contribution to logframe and initial observations on VfM.
	Scoping report (generic contents agreed in advance)		Approval to release retention	Final report will be accompanied by Decision Note with CRIDF recommendations on how to proceed.

## Annex 1: Indicative list of factors to consider for the completion of the initial bankability assessment to be completed in the Scoping stage

The below gives information on the factors to consider for the initial bankability assessment. These factors need to be taken into account in different ways during the different stages of the project; an indication of this is given below,

- Eligibility. Initial assessment of transboundary, climate resilience, pro-poor and peace dividends based brief review of available information and initial (remote) stakeholder engagement.
- Scoping. Evaluation of transboundary, climate resilience, pro-poor and peace dividends based on review of available documents, site visit and engagement with stakeholders. Initial assessment of other aspects based on brief review of documents, site visit and stakeholder engagement.
- Pre-feasibility. Assessment of all aspects based on review of available documentation and professional judgement.
- Feasibility. Completion of assessment of all aspects based on further studies to fill and gaps identified in the pre-feasibility stage.

### **Task a: Regionality and Transboundary**

- Outline the relevant regional stakeholders, and their interest in the project. These stakeholders may represent regional level political, economic, water management, private sector or civil society groupings. Provide an analysis of how and to what extent the project or concept contributes to and supports regional plans and priorities within the SADC region. Assess the project's priority level within the broader context of regional needs and requirements, stating what evidence there is to support this. Plans referenced may include the SADC Water Infrastructure Development Plan, RBO plans, IWRM strategies, etc.
- Provide an analysis of how and to what extent the project demonstrates trans-boundary relevance, contributes to peaceful trans-boundary water management, and builds the peace dividend in general terms. Identify the trans-boundary related issue(s) that the project is seeking to address if any, and assess its effectiveness in doing so. This may also include inter-basin considerations and issues.
- In the absence of an agreement to the contrary, assess whether the project affects the rights and obligations of pre-existing (trans-boundary) agreements and identify any potential trans-boundary issues that may arise from the implementation of the project, such as impacts to water resources upstream or downstream, political impacts, and regulatory impacts.
- If relevant, outline possible options for the further integration of trans-boundary concerns into the project, like for example, the need for notifying other Member States.

### **Task b: Climate Vulnerability<sup>4</sup>**

- Provide an analysis of how and to what extent the project builds resilience amongst those most vulnerable to the impacts of climate change. State the data sources used and any assumptions upon which the assessment has been made. Include detail on:
  - The current and projected future climate and water-related vulnerability of the project site or area, including the specific climate impacts (with regards to hydrological systems) that the population are/will increasingly become vulnerable to. State the level of detail that geographic vulnerability has been assessed (e.g. continent, region, basin, national, catchment, community).
  - Demographic or social trends and/or projections that are likely to either mitigate or exacerbate the identified vulnerability.
  - The assessed adaptive capacity of the population considered vulnerable, including their socio-economic status.
  - The manner in which the project activities will reduce the identified vulnerability and increase the resilience of the beneficiaries.
  - If climate resilience has not been integrated into the project (or not to a sufficient extent), identify options to increase this.
- Highlight whether the technical design requires particular attention or review due to climate change considerations, and identify options to further improve the climate change performance of the project, both in terms of mitigation and adaptation.

### **Task c: Technical**

- Outline the technical design and site characteristics of the project. Review the technical feasibility of the Project including aspects such as:
  - Site description and assessment including topography and geology;
  - Hydrological features and overall hydrological feasibility;
  - Dam design, including dimensions and type of dam;
  - Associated structures, including the spillway and the intake;
  - The project components;
  - The technology to be employed / installed; and
  - An implementation method / plan.
- Identify options to strengthen the design or to mitigate any technical issues identified, e.g. design amendments, alternative implementation methods.
- Outline the construction standards required in Malawi.

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<sup>4</sup> Ongoing work on climate vulnerability assessment tools and climate change risk assessment will be incorporated where applicable into the generic scope of works in due course

- Outline the relevant regulations and organisations (national and local) that govern the project activities and state whether the scope/size of the specific activities will qualify for regulation under these. If permits and authorisations are required, state the process by which these are obtained and any conditions of relevance (e.g. water use permits [abstraction or discharge], dam safety permits, electricity production permits). State whether the application process presents a potential time-related, financial or technical risk to efficient project implementation.

#### **Hydrological Analysis:**

- Review the hydrological feasibility of the proposed dam.
- Assess any potential water allocation conflicts that may arise from the construction of the proposed dam.
- Establish any future water development projects that may affect the available yield from the dam.
- Review the yield analysis of the dam and comment on the adequacy of the yield to match the water demand.
- Review the behavioural analysis of the dam.
- Outline the current and projected future water vulnerability of the project site, including specific climate impacts that the population will be vulnerable to.

#### **Task d: Financial and Economic<sup>5</sup>**

- Outline the expected cost of the project over its entire life cycle, and provide an overview and assessment of the robustness of any financial modelling used (e.g. date, level of detail, methodology, assumptions).
- Highlight any sensitivity testing undertaken and state the assumptions upon which the costing has been based.
- State the result of any economic analysis and/or cost-benefit analysis that has been undertaken and provide any economic indicators that have been determined (e.g. Cost-Benefit ratio), including whether the cost-benefit analysis included externalities such as potential climate change, environmental issues, social and health costs and benefits. Assess the robustness of the analysis (e.g. date, level of detail, methodology, assumptions like for example, discount rate, labour costs, inflation).
- Relevant cost of capital and IRR excluding externalities if available would be highly useful.
- Highlight any sensitivity testing undertaken and state the assumptions upon which the modelling was based.

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<sup>5</sup> The requirements of the CRIDF CBA guidelines should be taken into account in carrying out this assessment.

- Outline how and to what extent the project delivers value for money (VfM), based upon the financial analysis undertaken. Identify any potential options to increase VfM in the project.

#### **Task e: Funding**

- State the funding entity for previous project preparation studies that have been undertaken and the value of previous studies, if applicable.
- Outline any consultation that has occurred with potential funders, including the party involved (individual, position and organisation), timing, their interests (e.g. project preparation, construction, technical assistance), and the key outcomes. Include information on the funder's eligibility criteria, requests (e.g. additional information, revised documents), or concerns relating to the project.
- If limited or unsuccessful funder engagement has occurred, outline potential funders to approach, including infrastructure, water and climate change funds. State the funder's eligibility criteria and how the project meets them, or what additional work would be required to do so, including whether a Transaction Advisor is likely to be required. Identify opportunities for co-financing, including the use of Government sources. State why any previous funder engagement was unsuccessful, if this is deemed to be of relevance to the project's future development.
- Initiate preliminary engagement with some potential funders
- State whether a business model has been developed for the intervention, including the type of financing and any potential revenues for addressing repayments. The option for private-public partnerships should be covered, if applicable. It is important to note that CRIDF will consider support to both public and private projects. Private/commercial projects must be able to demonstrate a strong element of pro-poor support, for example, as a small-scale social enterprise. CRIDF will not provide support to large corporations or established private sector bodies.

#### **Task f: Environmental**

- Outline the key environmental characteristics of the project site.
- Review the EIA of the proposed Project and provide a detailed description of the expected environmental impacts, both positive and negative, of undertaking the project. Outline their magnitude and any mitigation measures identified. Include aspects such as: habitats (including protected areas); flora and fauna (including protected species); geology; water quality and resources; soil quality; air quality; wastes; hazardous substances; and noise impacts. Highlight whether the technical design requires particular attention or review, due to specific environmental considerations.
- Outline the recommendations of the EIA and any environmental management and monitoring plans that are in place. State whether the assessment and any environmental management

plan meets the regulatory needs of Malawi and the requirements of any potential funders. Comment on the robustness of the studies and if relevant, identify options to further improve the environmental performance of the project.

- Outline the relevant regulations (EIAs/ESIAs, ecologically protected areas and species) and organisations (national and local) that govern the project activities in Malawi and state whether the scope/size of the specific activities will qualify for regulation under these. If permits and authorisations are required, state the process by which these are obtained, and any conditions of relevance. State whether the application process presents a potential time-related, financial or technical risk to efficient project implementation.
- Provide a recommendation and justification of how CRIDF should proceed with the project. In particular, highlight whether there are any options to improve or reconceptualise the project. State any conditions or assumptions upon which the recommendation is based.
- Outline the next steps and action points for CRIDF regarding the project, relating to environmental aspects. If the recommendation is for CRIDF to provide Technical Assistance, outline what is required to commence this.

#### **Task g: Social, Women, Children and the Youth<sup>6</sup>**

- Detail the key socio-economic considerations of the project and to what extent the project focuses on pro-poor development, gender equity and the youth.
- Assess whether the technical design requires particular attention or review to increase its focus on pro-poor development, gender equity and the youth
- Provide a detailed description of the expected social impacts and changes in quality of life of the beneficiaries, both positive and negative, in relation to the project.
- Assess how inclusive the project outcomes are to different social groups, including the poor, women, and the youth. Include aspects such as poverty alleviation, access to services, food, energy and water security, health, provision of jobs, investment creation, skills development, migration, etc.
- Assess the baseline capacity considerations of the project proponent, champion, beneficiaries, relevant Government bodies, and the local skills base such as engineers, financiers, procurement, construction and operation personnel.
- State whether any identified capacity constraints are likely to cause negative impacts to project implementation and operation (e.g. delays, poor quality, lack of maintenance), and how these may be overcome.
- Provide a summary of how capacity strengthening has been considered and incorporated into the project, if relevant. Outline possible options for the further integration of capacity

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<sup>6</sup> The requirements of the Gender, Equity & Social inclusion (GESI) guidelines need to be taken into account in this assessment

strengthening into the project, and whether the technical design requires particular attention or review due to capacity considerations.

- Assess the public health considerations of the project, including any likely positive or negative changes. This should consider changes in sanitation and dietary-related health concerns, and changes in the transmission or prevalence of water-borne/water-associated diseases or other infectious diseases. Identify potential mitigation options for any negative changes that are predicted. State whether (Public) Health Impact Assessment is required and if so, under what legislation, and what the assessment must include.
- Provide a recommendation and justification on how CRIDF should proceed with the project, in relation to socio-economic aspects. In particular, highlight options to improve or reconceptualise the project. State any conditions or assumptions upon which the recommendation is based.
- Outline the next steps and action points for CRIDF regarding the project. If the recommendation is for CRIDF to provide Technical Assistance, outline what is required to commence this.

#### **Task h: Stakeholders**

- Identify and consult with the project proponent to determine how they have acted to develop the project, or have been involved in the project so far.
- Identify and consult with the project champion (if different from the above) to determine how they have acted to develop the project, or have been involved in the project so far.
- Determine to what extent the project proponent and/or project champion is committed to the project or concept, and state what evidence this is based upon. Verify this judgement with other stakeholders.
- Assess the effectiveness and influence of the project proponent and project champion to drive the project forward, and whether these parties are considered to be appropriate for the project. Recommend potential options to address any issues identified, such as developing their capacity, introducing partnering organisations, or seeking alternative parties.
- Determine the expected direct and indirect beneficiaries and their socio-economic status, including the number of beneficiaries and the types of benefits. This may include households, communities, the private sector, local or national Government. Thought should be given to possible benefits and beneficiaries that may be harder to define, such as those that do not directly relate to individuals, e.g. increased efficiency and/or effectiveness of water companies, improved cooperation between groups, etc.
- Identify particular groups who will be negatively affected by the project, and how they will be impacted. Describe the magnitude and acceptability of any negative impacts, and any mitigation options identified.

- Identify how the project aligns to national and/or local development plans and contributes to economic development.
- Identify the relevant Government Ministries and bodies (national and local) who are stakeholders. State their interest and their level of influence in the project's development, including whether they could potentially be key supporters or represent opposition to the project. This may include the Ministries responsible for water, infrastructure, finance, development planning, climate change, environment, energy, agriculture, and local government bodies.
- Outline how the identified stakeholders have been consulted on the project and the key considerations and outcomes. Assess whether the individual stakeholders are supportive, raise no objections or have significant objections to the project, including the evidence that this is based upon. Provide a judgement on whether the Government consultation has been sufficient within the context of the country's political economy, and if not, what further activity is required.
- Identify other wider stakeholder groups who would have an interest in / be affected by the project (e.g. from the private sector, civil society, water management agencies, community leaders) and highlight their specific interests in the project. Stakeholder groups should be considered across all levels of society, from large institutions and organisations, to small communities and households.
- Comment on all previous stakeholder consultation in terms of its effectiveness and breadth.
- Outline the key positive and negative considerations raised through the consultation, and to what extent stakeholders are supportive of and demonstrating buy-in to the project. State the evidence that this is based upon.
- Highlight any action that has been taken to incorporate stakeholder views into the project design. State whether the assessment undertaken meets the regulatory requirements of country and any potential funders. Outline any further requirements to strengthen stakeholder engagement, facilitate stakeholder dialogue, or incorporate stakeholder views into the project design.
- Provide a recommendation and justification of how CRIDF should proceed with the project, in relation to stakeholder aspects. In particular, highlight options to improve or reconceptualise the project. State any conditions or assumptions upon which the recommendation is based.

#### **Task i: Project management**

- Outline whether the project has adequate monitoring and evaluation (M&E) procedures and a Logical Framework in place. Comment on the quality of these, and whether any work is required to develop them further.
- Outline whether the project has adequate quality assurance procedures in place, both technically (and to what construction standards) and in terms of project management and

oversight. Comment on the quality of these and whether any work is needed to develop them further.

- Outline whether a suitable procurement plan is in place for materials, equipment and services that will ensure the robust selection of qualified contractors and consultants. State what standards the procurement policy/plan is based on (e.g. ISO or other standards) and identify whether further work is required to strengthen or develop the procurement plan.
- Outline whether a project management team has been identified and put in place, and if so, the party involved. Provide a judgment on whether the party is considered to have the capacity and skills to deliver the project effectively and efficiently, stating what evidence this is based upon. If this outcome is negative, identify other potential candidates for the role.
- Outline whether an implementation plan has been developed that has clear start and end dates, project milestones, activity scheduling, and critical path assessment.

#### **Task j: Sustainability and Legacy**

- Outline the key considerations relating to the medium- to long-term sustainability of the project and its outcomes. Assess to what extent the project has identified and adequately addressed these aspects. Identify options to address any areas of concern and/or to further strengthen the project's sustainability.
- Outline how and to what extent the project and its outcomes will leave a legacy beyond the lifetime of CRIDF. Identify options to increase the legacy of the project outcomes, if this is possible.

#### **Task k: Compliance and Regulation**

- Outline the relevant planning regulations and organisations (national and local) that govern the project activities and state whether the scope/size of the specific activities will qualify for regulation under this. If permits and authorisations are required, state the process by which these are obtained and any conditions of relevance. State whether the application process presents a potential risk to efficient project implementation
- Outline any other regulations and organisations, such as cultural, historical or social (national and local) that govern the project activities and state whether the scope/size of the specific activities will qualify for regulation under these. If permits and authorisations are required, state the process by which these are obtained and any conditions of relevance. State whether the application process presents a potential risk to efficient project implementation
- State the owner of the land and outline the legal basis for ownership and land use. Include any action that is required in relation to obtaining owner permission, undertaking owner consultation, notifications, and any potential compensation activities required.
- *Note: Technical and environmental regulation and permitting is addressed in the relevant sections above.*

**Task I: Project summary and recommendations (Activity Lead to complete)**

- Provide a high-level summary of the overall project considerations across all the assessment areas, both benefits and risks.
- Outline the outcome of the 'Do Nothing option' if CRIDF do not support this project.
- Provide a summary of the most significant risks and barriers to the project, based upon those identified in each assessment area.
- Provide an overall summary and justification of the recommendations regarding CRIDF's support to the project, including prioritising interventions recommended in each of the assessment areas, where relevant.