REQUEST FOR INFORMATION (RFI) ON WASCO (PTY) LTD
STRATEGIC INVESTMENT PARTNERSHIPS AND INNOVATION OPPORTUNITIES

Closing Date: 19 June 2026: 16:00 local time

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1. Introduction

The Water and Sewerage Company Ltd (WASCO) has initiated a turnaround strategy focused on optimizing its assets and infrastructure through partnerships with both the private and public sectors. WASCO invite responses to the Request for Information (RFI) from these sectors for strategic partnerships. The RFI is non-binding and does not constitute a tender or bid. All responses aim to gauge market interest and will not confer any advantage in future procurement processes.

2. Overview of WASCO

WASCO is a state-owned company under the Ministry of Natural mandated by the WASCO Act of 2010, regulated through the Lesotho Electricity Authority Act 2002 as amended and other relevant national and international codes and regulations to provide portable water, sanitation service and related services within the country.

WASCO is the only “designated water utility” legally permitted and licensed to potable water and sanitation services in urban and per-urban areas in Lesotho. WASCO has an extensive infrastructure network comprising 16 centers nationwide.

WASCO has developed a Turnaround Strategy with the goal of becoming a financially stable, operationally efficient and fit-for-purpose organization capable of fulfilling its social and commercial mandates while attracting investment and establishing beneficial partnerships.

3. Purpose of the RFI

The purpose of the request for information is to collect data for restructuring and asset allocation proposals and to assess interest in partnering with WASCO or exploring other arrangements that introduce innovation, investment, and operational value for WASCO in areas such as but not limited to , green energy (water to energy solutions, hydro energy generation, biogas, solar power, wind etc.), water and waste water treatment and management, Non-Revenue Water solutions, recycling, digital platforms and infrastructure development and tourism, to improve service delivery and advance digital transformation, while enabling partners to invest and receive returns on their investment, increase their reach, and extend their own services portfolio.

Interested parties are also invited to demonstrate how private capital and expertise can enhance the range of services provided through using or leasing WASCO's land and properties, including other related resources.

The responses may pertain to water bottling, land and property development, use of dormant reservoirs/plants as supplementary sources, technology solutions, platforms, physical infrastructure, operating models, service delivery enhancements, or value-added services.

Partnerships with WASCO may be structured as one or more of the following, or in any other way that achieves mutually beneficial outcomes.

(a) revenue-share agreements.
(b) joint ventures.
(c) build-operate-transfer arrangements.
(d) infrastructure-leases; or
(e) managed service contracts, depending on the nature, scale, and strategic alignment of the proposed solution.

The number of responses, respondents' identities, and proposal content will help WASCO organize site visits and information-sharing sessions for interested parties.

4. The goals for WASCO

WASCO has a well-documented history of financial instability but is expected to turn around the situation soon. The reason for this instability is, at least in part, that the nature of water utility companies' services has changed significantly over time, but WASCO has been unable to transition from a traditional water utility provider to a hybrid water utility run as a sustainable business.

Partnerships are considered essential for WASCO's financial sustainability, utilizing underused assets, enhancing its digital capabilities, and regaining its importance as a "hybrid" public private service provider.

Partnerships are regarded as essential for WASCO to carry out various programmes which could include (among others):

1. Monetizing infrastructure through Infrastructure-as-a-Service (IaaS) offerings;
2. Increasing accessibility to portable water services in developed and underserved communities;
3. Reducing fixed costs by diversifying operations through managed service and leasing models in areas such as fleet and IT infrastructure;
4. Acceleration of the modernization of its core systems and customer-facing channels.
5. Repurposing and commercializing land and properties
6. Efficient management of the WASCO fleet
7. Co-developing new products, services, and digital tools.
8. Enabling intellectual property generation and technology transfer through innovation and white-label licensing models.
9. Procurement process verification

5. Briefing Session

A briefing session will be held on the …June 2026 and is open to all interested parties. The provided date is provisional, and all confirmed details will be published on the WASCO website. The briefing session will provide an overview of WASCO assets, the location of infrastructure, current services, and opportunities, and offer clarification.

The details for the briefing session are as follows:

Date	4 June 2026
Time	1400 hrs Lesotho Time
Venue	Hybrid (On line and WASCO Boardroom) **Microsoft Teams** Meeting ID: 312 012 375 891 254 Passcode: 5a9BX6A3
Contact Person	Manager Project Planning and Studies
Contact info for *enquiries only*	projectscoordinator@wasco.co.ls
For *RFI submissions*	projectscoordinator@wasco.co.ls

6. Nature of the RFI

While this RFI is an early-stage market engagement and does not constitute a procurement event under PFMA or Procurement Act of 2023 and WASCO remain guided by principles of fairness, transparency, and cost-effectiveness in accordance with WASCO unsolicited proposals guidelines. The RFI aims to assess the level of interest through a formal process, clarifying the areas that a future request for proposal (RFP) should address and identify key concerns and areas where information is required, before launching a formal procurement activity. The subsequent RFPs will adhere to PFMA and Lesotho Public Procurement Act of 2023.

This RFI does not follow a competitive process; therefore, there are no scoring criteria or minimum points requirements.

A response format is outlined in **Annexure 1** to help assess the type of entity interested in partnering with WASCO, the nature of that partnership or other transaction, and other relevant information in a structured manner.

Anyone who submits a proposal will, if the process continues, be invited to submit a formal response to an RFP in the future. However, the RFP will also invite responses from other interested parties.

7. Conflict of Interest Declaration

Stakeholders are requested to confirm that they have no existing or prior relationships with WASCO's governing body, executive management, or advisors within the past 24 months.

8. Content of the proposal

There is no restriction on the content of proposals and any number of annexures, diagrams or marketing materials may be included. The only requirements are the following:

(a) The proposal must be in writing and in and received by 17:00 on the closing date.
(b) The proposal must be sent by email to **projectscoordinator@wasco.co.ls**
(c) The proposal must not exceed 20 pages in total; and
(d) The proposal must follow the format set out in **<u>Annexure 1</u>**.

Annexure 1: Format for responses to the RFI

Company Name	
Company Registration Number	
Company Overview	
Main Place of business	
Main Point of Contact	Name: Surname: Email Address: Number:
Website	
Proposal Type	☐ Service / Solution Provider ☐ Funding Provider ☐ Other: Please specify: ☐ Partnership (Revenue Share) ☐ Partnership (Profit Share)
Proposal Description	☐ Business Service ☐ Joint Venture ☐ Other: Please specify: ☐ Equity Investment ☐ Debt Investment ☐ Leasing
Project Category	☐ Digital Services ☐ Logistics */procurement verification* ☐ Property ☐ ☐ Waste Water Treatment ☐ Other: Please specify ☐ Infrastructure as A Service ☐ Financial Services

GEOGRAPHIC IMPACT	Write Districts where proposed project / partnership would be implemented:

Provide brief description of project concept and its merits	
PROJECT DESCRIPTION	

INFRASTRUCTURE REQUIREMENTS	☐ Leverages WASCO existing infrastructure ☐ Requires new infrastructure

READINESS FOR IMPLEMENTATION	☐ Concept/ Idea ☐ Pilot testing	☐ Feasibility Stage ☐ Existing operational project/ service

WHICH WASCO OBJECTIVES DOES YOUR PROPOSAL CONTRIBUTE TO?		
ALIGNMENT WITH STRATEGIC OBJECTIVES	☐ Financial Sustainability ☐ Modernisation ☐ Leadership	☐ Digital Transformation ☐ Asset Optimisation

ESTIMATED IMPLEMENTATION PERIOD (IN MONTHS) i.e. period to get project operational	This refers to the indicative total period from contract signature to launch i.e. Project is operational
MINIMUM REQUIRED PARTNERSHIP / PROJECT DURATION: i.e. period partnership will be in operation before requiring renewal	

PROJECT DIAGRAM	*At a high level, present a diagrammatic outline of the project with below key components:* 1. *Involvement of key stakeholders - Identify the main entities/organizations involved in the project, including WASCO, commercial partner organisation/s, other government agencies etc.* 2. *Detail the planned governance structure and roles/responsibilities between parties for effective implementation.* 3. *Flow of funds - Illustrate the planned flow of financial/monetary commitments between partners over the project timeline, such as funding disbursements, revenue sharing, profit distributions, etc.*

WASCO Strategic Goals

1. **Enhance Service Delivery**
    a. Improve water supply reliability and quality.
    b. Expand access to underserved areas.
    c. Reduce service interruptions through proactive maintenance.
2. **Ensure Financial Sustainability**
    a. Strengthen revenue collection systems.
    b. Implement cost-control measures and efficiency programs.
    c. Diversify income streams through commercial initiatives (e.g., bottled water, renewable energy).
    d. Reduced Non-Revenue Water (NRW)
    e. Additional capital sourcing (e.g. green financing)
    f. Increase financial advisory
3. **Modernize Operations**
    a. Transition from postpaid to prepaid metering systems.
    b. Adopt smart technologies for monitoring and billing.
    c. Digitize customer engagement platforms.
4. **Promote Environmental Stewardship**
    a. Implement water conservation programs.
    b. Develop renewable energy and biogas projects.
    c. Reduce carbon footprint in operations.
5. **Strengthen Governance and Compliance**

   a. Enhance corporate governance frameworks.
   b. Ensure compliance with regulatory standards.
   c. Improve transparency and accountability.
6. **Develop Human Capital**
   a. Build capacity through training and skills development.
   b. Align KPIs with strategic goals.
   c. Foster a performance-driven culture.