



Terms of Reference for the Final Evaluation

of the project

“Promoting the Sustainable Management of Natural Resources in Southeastern Europe, through the use of the Nexus approach” (ADC 8337-00/2016)

funded by the Austrian Development Agency (ADA), the operational unit of Austrian Development Cooperation,

implemented by the Global Water Partnership-Mediterranean (GWP-Med)
in partnership with the United Nations Economic Commission for Europe (UNECE)

Project Title: Promoting the Sustainable Management of Natural Resources in Southeastern Europe Through the use of the Nexus Approach

SEE Economies: Albania, Bosnia & Herzegovina, Kosovo¹, Montenegro, North Macedonia, Republic of Serbia

Project Number: ADA 8337-00/2016

Time frame: October 2016 – August 2022

Budget: 1,830,748 EUR
Contribution by ADA: 1,500,000 EUR
Contributions from the GEF IW:LEARN Project and the the German Federal Environment Agency: 238.770 EUR
Contribution in Cash by GWP-Med: 91.978 EUR

Name of Partner Organisation: Global Water Partnership - Mediterranean

1. Introduction / Project Background

The overall **objective** of the Project is to enhance Integrated Natural Resources Management and transboundary cooperation in this regard, as means towards sustainable development in the South East Europe (SEE) area.

More specifically, the Project's **purpose** is to introduce the Water, Energy, Food and Ecosystems Nexus ("Nexus") approach and catalyse action for its adoption and implementation in the SEE area, at the national and transboundary basin levels. Doing so, the Project will also enable the identification of Nexus-related issues to be addressed with priority in the geographical areas that its activities will focus on and create the conditions for financing actions to address four of these issues.

As per the Project Document, the **results** expected to be achieved under the Project are the following:

Component 1:

1. Enhanced capacities and raised awareness of institutions and stakeholders, through knowledge exchange and cross-fertilisation regarding (i) the Nexus approach and (ii) tools and approaches for improved management of transboundary basins/aquifers.
2. The level of integration among Nexus sectors' (Water, Energy, Food and Environment) strategic documents in each economy is identified, described, feed in and benefit the discussions among SEE2020 Economies regarding the SEE2020 Strategy/Roadmap (see result 3 below).
3. SEE2020 Economies discuss and decide on (this result is subject to successful negotiations among the SEE2020 Economies): SEE2020 Strategy/Roadmap describing orientations, partners, capacities and steps for the introduction of Nexus approach considerations in the basin/aquifer management frameworks.
4. SEE2020 Economies discuss and decide on: (i) steps and actions for the possible commencement of the discussion for a Regional Integral Water Management Framework Agreement; (ii) political issues of regional nature related to the management of resources as well as others issues that emerge through the Regional Roundtables.

¹ This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo declaration of independence.

Component 2:

5. SEE2020 Economies that the project activities focus on take ownership of and guide the Nexus Dialogues.
6. Inclusive stakeholders' participation in the Dialogues lead to (i) their providing input and feedback to the Events and Nexus Assessments and (ii) ownership from their side of the Nexus Dialogues and their results.
7. Enhanced capacities and raised awareness of institutions and stakeholders through knowledge exchange and cross-fertilisation regarding the Nexus approach; this is expected to facilitate in the medium-term coordination of Nexus sectors towards the integration of the respective national policies.
8. Sectoral characteristics, key inter-sectoral / transboundary linkages/benefits/trade-offs and related priority issues are identified in the economy that the project will focus on, and concrete suggestions for synergic action in the field of policy making, and management frameworks and instruments are developed.
9. Sectoral linkages/benefits/trade-offs and priority issues are precisely mapped, quantified and prioritised -in terms of urgency to act- in transboundary basins that the project focuses on.
10. Concrete steps and actions for the incorporation of the Nexus approach in national policy formulation and decision making for natural resources management are identified and agreed (should the economy of focus decides to adopt related Strategy/Roadmap and Action Plan).
11. Four priority nexus related interventions and/or capital investments are identified and their financing by development partners and/or financing institutions is facilitated.
12. Cooperation among riparian Economies for the management of natural resources in transboundary basins is enhanced (should related Economies decide to adopt transboundary Strategies/Roadmaps and possibly Action Plans).

Component 3:

13. Awareness on nexus and SEE2020 Strategy related issues among stakeholders, including private sector and decision makers, is raised and their enhanced participation is enabled through appropriately formed information reaching them.
14. Stakeholders are informed about the project and its results.
15. Equality between genders regarding Project's implementation and access to its outcomes, is enabled.

The **strategy** of the Project to achieve the expected results is by introducing the Nexus approach to the Ministries responsible for and the stakeholders related to the Nexus sectors, facilitating action for its adoption and identifying key interventions, through the implementation of Nexus Policy Dialogues at the Regional, National and Transboundary levels.

More specifically, the **activities** designed to implement the above strategy, are structured around 3 Components as follows:

Component 1: Regional Nexus Policy Dialogue in SEE2020², consisting of:

- Organization of three annual Regional Roundtables on the Nexus
- Organization of three SEE Nexus Group Meetings (involving representatives of all Nexus-related Ministries from the Region)
- Development of a Regional Nexus Mapping Study and a SEE Nexus Strategy/Roadmap

² Component 1 activities are co-financed by the German Environment Agency and the GEF IW:Learn Project.

Component 2: National and transboundary Nexus Policy Dialogues, in one Economy and two Transboundary basins in each case consisting of:

- Development of Stakeholders Analysis
- Identification of an appropriate body to steer and advise on the activities
- Implementation of Participatory process / consultation meetings
- Development of Nexus Assessment
- Development of a Nexus Strategy/Roadmap

Further, a Capacity Building workshop will be held in each of the 2 Transboundary cases, and Concept Notes / Project Documents will be developed for 4 Priority Interventions to be identified under the Policy Dialogues.

Component 3: Cross-cutting issues: Participation, Communication and Outreach, Gender, consists of activities to

- Disseminate the activities and outputs of the Project
- Prepare a Gender Mainstreaming Strategy for the Project and implement activities outlined therein, including the organization of two regional capacity building workshops on gender issues

As decided by the Regional Working Group on environment (RWG-Env) under the Regional Cooperation Council (RCC), the Project's activities under Component 2 will be implemented in the following **focus areas**:

- The transboundary basin of the Drin river
- The transboundary basin of the Drina river
- Albania at the national level

The direct target group and **beneficiaries** of the Project are the institutions in the SEE area responsible for the management of resources related to the Nexus approach, as well as related stakeholders including from the private sector, Academia and Research, civil society, the international community etc. Indirect beneficiaries are the total of the populations of the 3 focus areas and especially those living in the specific areas where the priority interventions (for which Project Documents are developed) will be eventually implemented.

The Regional Working Group on Environment (RWG-Env) under the Regional Cooperation Council (RCC), consisting of representatives of Environment-related Ministries from the SEE area, serves as the **Steering Committee** of the Project.

The activities in each of the Project's 3 focus areas are being steered by the following bodies:

- The Steering Committee for the project's activities in the Drin basin is the Drin Core Group (DCG), consisting of representatives of water-related Ministries of the 4 Riparians, of the Committees of the basin's 3 transboundary lakes and of international organisations.
- The Advisory Body for the project's activities in Albania is the cross-sectoral Thematic Group on Water Resources, established in the context of the government's integrated policy management structure.
- An ad-hoc Steering Committee for the Project's activities in the Drina basin has been set up, consisting of the 3 riparian Economies' representatives to three bodies: the Water Convention, the UNECE Group of Experts on Renewable Energy (GERE) and the RWG-Env

The Project is implemented by the Global Water Partnership – Mediterranean, in partnership with the UNECE.

2. Purpose and Objectives of the Evaluation

As envisaged in the Project Document, an independent Final Evaluation will take place in the final months prior to the end of the Project.

The primary purpose of the Final Evaluation is Learning, aiming to assist the users and direct beneficiaries understand how and why the Project's activities have worked or not. The Terms of Reference for the evaluation have been prepared in cooperation with ADA.

The objectives of the Final Evaluation are to:

- Assess the extent to which the Project achieved its results at outcome level as well as its impact and prospects of sustainability. This will be recorded in a Results-Assessment Form
- Analyse the strengths and weaknesses in project design, implementation and monitoring,
- Draw related conclusions and lessons learned and provide recommendations at strategic and operational level to the implementing partners (GWP-Med and UNECE), to ADA, and to other key stakeholders.

In that regard, primary users of the Final Evaluation are the key Project stakeholders, in particular the Nexus-related Ministries, Agencies, and institutions in the targeted Economies as well as the related Regional or Transboundary bodies. Secondary users are the implementing partners (GWP-Med and UNECE), ADA, as well as programme designers and implementers of other organisations that engage in related projects or activities in the Region.

3. Scope of the Final Evaluation

The evaluation will cover the Project's timeline from its launch in October 2016 to June 2022 (end date for data collection) and encompass all components of the Project

The Final Evaluation will be guided by the 2020 [ADA Guidelines for Programme and Project Evaluations](#) and the OECD DAC Evaluation Criteria on Effectiveness, Impact and Sustainability. Details on the OECD DAC Evaluation Criteria framework are available in <https://www.oecd.org/dac/evaluation/daccriteriaforevaluatingdevelopmentassistance.htm>

4. Evaluation Questions

The Final Evaluation will answer the following evaluation questions: s

Effectiveness

1. To what extent has the project achieved its outcomes and results or is likely to achieve them?
2. What were the major factors influencing the achievement or non-achievement of the expected outcomes and results? (including any which were possibly beyond the control of the project)

3. Did the project contribute to capacity development as planned?³
4. To what extent have all project stakeholders collaborated as planned?
5. To what extent was gender mainstreaming included in the project?

Impact

6. Which institutions and direct beneficiaries benefitted from the project and how?
7. Have the beneficiaries expressed interest in continuation or replication of related activities in the same or additional focus areas?

Sustainability

8. To what extent will the benefits of the project continue after project closure?

5. Design and Approach

The design of the Final Evaluation, i.e. its overall strategy for assessing and analysing the project and its outcomes, is a “non-experimental design” focusing its analysis only to those engaged in and/or affected by the project.

The Final Evaluation will follow qualitative approaches and methods, using semi-structured techniques that can provide an in-depth understanding of perceptions.

The data collection methods and techniques to be used are:

- Document review of the Project deliverables and the Reports of the Meetings, Roundtables and Workshops
- Interviews with stakeholders from each of the target Economies representing each of the Nexus sectors and key stakeholder groups. A minimum of 30 stakeholders to be interviewed are envisaged. The interviews will be of a semi-structured approach, with flexible interview guidelines that allow for more in-depth responses to questions. Given the pandemic-related measures, the interviews will be held virtually, either via teleconferencing or via written feedback loops, potentially through a survey
- Key informant interviews with selected stakeholders having special engagement in the implementation of the project. These interviews will be made via teleconference, following an open-ended discussion format. 7 such interviews are envisaged (one from each of the 6 Economies and one regional).

Detailed information on the methods to be used will be developed by the evaluators during the Inception phase.

6. Description of tasks and Workplan

The key phases of the development of the Final Evaluation, along with relevant deliverables and timelines is presented in the Table below. (the timeline refers to time passed from the signature of the contract).

³ See also ADA's Manual on Capacity Development, available at: https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Publikationen/Handbuecher/Kapazitaetsentwicklung/Manual_Capacity_Development.pdf

Phase	Description of Task	Deliverable	Timeline (indicative)
Inception	<p>Kick-off and clarification meeting (to be held virtually) between the evaluation manager and the evaluators. During the meeting:</p> <ul style="list-style-type: none"> - the mandate and mutual expectations will be clarified and a common understanding on how the evaluation will be carried out will be reached - the evaluators will be provided with background information on the project and a preliminary stakeholder mapping - administrative issues to be discussed - available documents and data will be shared 	Report of the kick-off Meeting	23 May
	<p>Evaluation matrix to help ensure that the evaluation will be able to address and answer all evaluation questions in a sufficiently robust manner. The evaluation matrix should clearly show and map out how data will be collected against each evaluation question. The evaluation matrix should contain at least the following elements:</p> <ul style="list-style-type: none"> • Evaluation criteria • Evaluation questions • Indicators • Sources • Methods for data collection <p>A template of an evaluation matrix is available in Annex 2.</p>	Evaluation Matrix	27 May
	<p>Draft Inception report (IR) outlining the evaluation design and presenting the data collection and analysis methods and tools to be used. The IR will also identify potential risks and limitations along with adequate mitigation strategies.</p> <p>The IR might present an evaluation approach different from the one set out in the ToR, pending substantive argumentation and approval by ADA and the evaluation manager.</p> <p>The suggested structure of the IR is available in ADA's evaluation guidelines (Annex 1).</p>	Draft Inception Report	1 June
	Review by the evaluation manager and the ADA PPM		7 June
	Final Inception Report	Final Inception Report	13 June
Inquiry	<p>Data collection and analysis. Based on the detailed information on the methods to be used, as described in the IR, the Evaluators conduct inquiry, process data, perform analysis and synthesis, and present preliminary findings to the evaluation manager. Feedback is provided, clarifications made and next steps and deadlines agreed</p>		8 July

Synthesis	<p>Findings, conclusions and recommendations. The findings, based on information gathered during the Inquiry phase, should lead to conclusions and recommendations through a logical flow. The findings and recommendations should be structured according to the evaluation questions. Recommendations must be clear, actionable and targeted to specific stakeholders</p>		13 July
	<p>Draft Evaluation report (ER). The suggested structure of the ER is available in ADA’s evaluation guidelines (Annex 1). The ER must include an Executive Summary summarizing key findings and recommendations. The ER must also include as an Annex the Results Assessment Form (RAF) which captures the degree of results achievement of a particular project and programme at different (output, outcome and possibly, impact) levels. Part 1 of the RAF needs to be filled in by the evaluation manager and the ADA PPM, while part 2 needs to be filled in by the evaluators. The RAF template is available in Annex 3.</p>	Draft Evaluation report	19 July
	<p>Review by the evaluation manager using a feedback matrix, and the ADA PPM</p>		27 July
	<p>Final Evaluation Report</p>	Final Evaluation Report	5 August

7. Evaluation Management Arrangements

The Project Manager will also take the role of the Evaluation Manager (EM). The EM is responsible for steering and coordinating the evaluation process and in upholding the principles and standards for good development evaluation set out in the Evaluation Policy and the Guidelines for Programme and Project Evaluations throughout. The EM also safeguards the quality and timeliness of the evaluation process. The EM contacts the ADA Programme and Project Manager for their agreement with the Inception report and Evaluation Report. The EM provides the evaluators with all required information, documentation and contacts of stakeholders.

The ADA Programme and Project Manager (PPM) acts as interface between GWP-Med and ADA’s relevant organisational units involved in the evaluation process at ADA HQ. The IR and ER need to be agreed with the ADA PPM, having consulted other organisational units as relevant.

ADA’s Evaluation Unit, based in Vienna, provides technical advice and quality assurance support to programme and project evaluations when contacted by the ADA PPM.

8. Monitoring and Progress Controls

Services will be rendered and will be considered completed upon approval of the deliverables by the Project Manager and the Project Coordinator.

9. Contract price, duration, schedule of payments

The maximum fee for this assignment is **29,800 EUR**. This amount includes all other costs, income taxes and any other amount payable or cost that may be required for the completion of the work/service, including VAT.

The overall duration of the contract will be for a maximum of **4 months** after contract signature.

Payments will be made upon acceptance and verification of the related deliverables, as laid out below:

- Final Inception Report: 30% of total contract amount
- Final Evaluation Report: 70% of total contract amount

This assignment is home-based (the tasks will be carried out from a place of the Consultant's preference).

10. Selection Criteria (pass / fail)

Successful participant (Natural or Legal Person or Entity):

- Must be enrolled in one of the official professional or trade registries kept in their country of registration.
- Excellent writing skills in English

Failure to meet these criteria is considered ground for disqualification.

11. Qualification and Experience

Participants in the call are required to have solid experience in conducting and managing Evaluations of complex projects, ability to conduct qualitative and quantitative analysis, requisite skills in facilitation, interviewing and writing/reporting. This needs to be demonstrated in the **Technical Offer** to be submitted as part of the application. A template for the Technical Offer form is available in the Call for Offers.

The Technical Offer Form consists of the following sections:

- Section 1: Expertise and work experience
- Section 2: Approach and Methodology

The required and desired qualifications are presented below. **Failure to provide the minimum required qualifications is considered ground for disqualification.** Qualifications additional to the minimum requested per category will receive additional score under the evaluation process as described in the section "Evaluation Process and Awarding Criterion". In the case of a team of experts / company, the required qualifications apply only for the Team Leader, whereas the desired qualifications apply cumulatively.

Experience (Required):

- At least a Master's degree in Public Policy, International Development, Development Economics/Planning, Public Administration and Management, or any other related field

- Minimum 10 years of professional experience as a Team Leader in Monitoring and Evaluation of projects of international organizations and donors
- Minimum 3 assignments/projects over the last 10 years on the Evaluation of Projects/Programmes of international organizations and donors, of comparable nature and degree of complexity relevant to the present one.

Work experience (Desired) (Cumulatively in the case of more than one Experts):

- Number (minimum 2) of assignments/projects in the past 10 years directly relevant to integrated natural resources management
- Number (minimum 1) of assignments/projects in South-East Europe

12. Evaluation Process and Awarding Criterion

The Award criterion is the most economically advantageous tender on the basis of best price / quality ratio.

Offers qualified in terms of exclusion grounds and selection criteria will be further evaluated on the basis of the requirements presented under section “Qualification and Experience”, as follows:

(1) Criterion	(2) Weighting (w)	(3) Points of criterion (c)	(4) Score = (2) x (3)
Section 1: Expertise and work experience	80% total		
Required			
1.1 At least a Master’s degree in Public Policy, International Development, Development Economics/Planning, Public Administration and Management, or any other related field	5%		
1.2 Minimum 10 years of professional experience as a Team Leader in Monitoring and Evaluation of projects of international organizations and donors	15%		
1.3 Minimum 3 evaluations of international projects of comparable nature and degree of complexity.	35%		
Desired			
2.1 Minimum 2 assignments/projects in the past 10 years directly relevant to integrated natural resources management	15%		
2.2 Minimum 1 assignments/projects in South-East Europe	10%		
Section 2: Approach and Methodology	20% total		
Approach to the requested Assignment: detailed description of the methodology how the Participant will achieve all objectives and tasks and deliver all outputs as described in the Terms of Reference of the assignment, keeping in mind the appropriateness to local conditions.	15%		
Risks / Mitigation Measures: description of the potential risks for the implementation of this assignment that may impact achievement and timely completion of expected results as well as their quality. Describe measures that will be put in place to mitigate these risks.	5%		

Scoring for each evaluated section will be made as following:

Section 1 – Expertise and work experience: For Section 1 score starts at 100 points (when minimum requirements are met) and can reach 150 points depending on the description of the participant and the number of projects implemented in excess of those required as a minimum. (100p Base +10p for extra criteria over base up to 50 additional points)

Section 2 – Approach and Methodology: For Section 2, score starts at 100 points and can reach 150 points depending on the length, detail, depth, and structure of the information provided.

Each Section/evaluation criterion is evaluated autonomously. The final scoring of each evaluation criterion is the outcome of its scoring multiplied by the corresponding weighting factor. The overall score of the technical offer is the sum of the final scoring of all the Sections/evaluation criteria.

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$$B_i = w_1 \times c_1 + w_2 \times c_2 + \dots$$

For the overall score which will determine the ranking of offers, technical evaluation will be weighted with 80%, and the financial offer with 20%.

The final listing of the most advantageous offers will be made on the basis of the following formula:

$$\Lambda_i = 0.8 * (B_i/B_{max}) + 0.2 * (K_{min}/K_i).$$

Where:

- B_{max}: the max score received by the best of the technical offers received
- B_i: the score of the technical offer
- K_{min}: The cost of the financial offer with the minimum price offered.
- K_i: The cost of the financial offer

The most advantageous offers is the one with the greater value of Λ .

In case of equality of overall scores, the winning proposal is the one whose corresponding technical proposal received the highest rating.

For any clarifications on the present ToR and Call for Offers please contact:

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13. Annexes

Annex 1: ADA's Guidelines for Project and Programme Evaluations

The Guidelines need to be observed throughout the entire evaluation process. They are available here:

https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf

Annex 2: Evaluation Matrix Template

The template is available here:

https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierung_Templates/Annex8_Feedback_Matrix_Template.xlsx

Annex 3: Results Assessment Form (RAF) Template

The template is available here:

https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierung_Templates/Annex9_Results_AssessmentForm_Template.xlsx