Terms of Reference
Preparation of an Assessment on the Water-Energy-Food-Ecosystems Nexus in Lebanon

In the framework of

the "GEF/UN Environment "Mediterranean Sea Programme (MedProgramme): Enhancing Environmental Security" and particularly its Child Project 2.2. implemented by the Global Water Partnership-Mediterranean (GWP-Med)

1. Introduction – Background

The Water-Energy-Food-Ecosystems Nexus ("Nexus") approach has been introduced in the natural resources management agenda to facilitate the enhancement of water, energy and food security while preserving ecosystems and their functions. The Nexus approach provides for an integrated and coordinated approach across sectors, with a view to reconciling potentially conflicting interests as they compete for the same scarce resources, while capturing existing opportunities and exploring emerging ones.

Though well established and understood by practitioners, policy makers often ignore the interrelation between the Nexus sectors when developing related policies. This has led to the rise of complex challenges, especially in Lebanon since policies and strategies in those sectors have often been developed in isolation of each other. This resulted in policy fragmentation, lack of common targets, overlapping responsibilities and competing objectives among local and central governments that have negatively affected the sustainable development of the Nexus sectors.

The interdependencies require an integrative approach to policy planning and resource management. This is not possible without a supportive knowledge base, and an understanding of these interlinkages and systems.

The Issam Fares Institute for Public Policy and International Affairs (IFI) and Oxfam in Lebanon have recently published a series of reports under the "Water Energy Nexus of Water and Wastewater Services in Lebanon" project, which examine the role of energy, particularly electricity, in Lebanon's water and wastewater service provision. These include an investigation and analysis of associated legal, social, environmental, and economic aspects along with existing legal, policy, and institutional frameworks pertaining to the water, wastewater, and energy sectors. A national roadmap for improved energy efficiency in the water and wastewater sector is also proposed and evidence is provided on the potential deployment of renewable energy in water services.

The outcomes of the above-mentioned project with focus on the water and energy sectors are an important contribution towards the Nexus approach in the country. Going a step further, the relevant activities undertaken under the MedProgramme will implement a Nexus Dialogue Process in Lebanon. This includes as main activities the preparation of a Nexus Assessment for Lebanon and the organisation of Nexus Policy Dialogues. The assessment is used to identify and study the linkages/benefits/trade-offs among sectors and to indicate ways for the optimal use of natural resources. The outcomes of the assessment are expected to facilitate coordination of policies and actions across sectors and institutions in the country and to contribute reconcile conflictive resources uses. Priority inter-sectoral concerns will be identified through consultation events (roundtables, workshops, etc.) involving a wide spectrum of

Lebanese stakeholders. This multi-stakeholder Policy Dialogue is expected to make explicit the various goals, interests and drivers of stakeholders and offers a process to reconcile possible differences. Stakeholders Analysis and Governance Analysis will be used as basis for both the Nexus Assessment and the Policy Dialogue.

These activities are carried out in the framework of Child Project 2.2 (CP 2.2) - one of the eight Child Projects of the MedProgramme and the Component aiming at balancing competing water uses in priority coastal areas through water, food, energy and ecosystems integrated governance, to enhance environmental security and sharing of benefits.

2. Description of the Assignment

Aim

The aim of this assignment is the Preparation of a Governance Analysis and an Assessment study on the Nexus in Lebanon, identifying and analysing key cross-sectoral interlinkages as well as concrete lines of action to capture synergies and address trade-offs.

Scope and Objectives

A severe economic and financial crisis is causing tremendous hardship to the people of Lebanon forcing an unprecedented number of them to rely on humanitarian assistance. The World Bank (WB) has described the crisis as one of the most severe globally since the mid-nineteenth century. With the collapse of virtually all sectors of the economy, large segments of the population have lost their means of subsistence and access to essential services including food. Real GDP is projected to decline by 10.5% in 2021, on the back of a 21.4 contraction in 2020. This situation obviously generates significant challenges towards Sustainable Development. On the other hand, achieving climate resilience while ensuring water- energy- and food-security are key preconditions for economic growth, human prosperity and healthy ecosystems.

The crisis is expected to continue and will require complex interventions that respond to urgent needs while simultaneously building resilience and reducing vulnerabilities.

Under a traditional fragmented approach, attempting to achieve resource security independently, would not only be sub-optimal, but could also endanger further sustainability and security in one or more of the other sectors. The Nexus approach is essentially about moving beyond traditional sectoral thinking to achieve overall security and sustainability of all resources, by adopting an integrated and coordinated approach across sectors. This, with a view to reconcile potentially conflicting interests, as sectors compete for the same scarce resources, while capturing existing synergies and exploring emerging ones.

The adoption of the nexus in Lebanon is complex, as the country faces water and energy shortages and imports more than 80% of its food needs, while agriculture consumes nearly 60% of its available freshwater resources. A recent study on the Water-Energy-Food (WEF) Nexus revealed that while an integrated system of coordination among state actors exists, a closer look at these institutions showed deficiencies in coordination within and between institutions starting from the high vacancy rates in the ministries, complicated bureaucratic procedures, and the lack of a common methodology for setting strategies.

An integrated and coherent approach in the design and prioritisation of policy options and interventions, would ensure the maximization of overall benefits across sectors.

Furthermore, given Lebanon's significant challenges associated with ensuring that the water resources are effectively managed to meet the demands of the different sectors - while pollution levels in many

freshwater systems have made them either unable to meet their designated uses or requiring expensive treatment prior to use - having the water sector as an entry point for applying a Nexus approach is a quite straight forward choice.

The National Water Sector Strategy (NWSS) and the National Strategy for the Wastewater Sector (NSWS) approved by the Council of Ministers (CoM) in 2012 were expected to improve the situation of the sector by reducing overlap and inefficiencies. However, both local and regional challenges over the past 10 years have shifted the focus of the Ministry of Energy and Water (MEW) from implementing its strategies to emergency response. Furthermore, the current economic crisis and the political tensions threaten to delay any progress in this sector. Currently, an update of the NWSS is carried out and a Strategic Environmental Assessment (SEA) of this document might be launched soon.
The Water Code (Law 77/2018 amended by Law 192/2020) gave MEW the responsibility of developing a general master plan for the sector based on an Integrated Water Resources Management (IWRM) approach that aims to achieve sustainable management of water resources in Lebanon. The law states that the master plan should be developed in coordination with a set of ministries, including that of the Environment, Agriculture, Public Works and Transport, and Industry and then approved by the CoM. The new law also foresees the establishment of the National Water Council having a consultative role. However, until the implementation decrees of Law 192/2020 are issued, the crowded institutional framework and policy environment will continue to negatively affect the management of water resources in the country.

In this context, the application of a Nexus approach in Lebanon could assist in setting the basis for coordination among different relevant institutions - as envisioned by the Water Code – and in outlining the priorities for such a collaboration. Furthermore, it could also provide input to the review process of the NWSS and of the related SEA.

Therefore, the Nexus Assessment to be carried out based on this ToRs, aims to apply a Nexus approach to identify trade-offs and synergies across the Nexus sectors, including in relation to gaps in terms of institutional settings, policy integration and data management, in order to achieve a higher degree of inter-sectoral coherence in the implementation of the above strategies and laws, while identifying concrete priority opportunities for joint, coordinated action that generate cross-sectoral benefits.

A Governance Analysis will support the overall Nexus Dialogue process – including the preparation of the Assessment - by providing information on structure and processes for decision making regarding collective problems and issues relevant to the Nexus sectors, accountability, control and behaviour and on how objectives are set and achieved, how risk is monitored and addressed and how performance is optimised, etc. Since the outcomes of the Assessment are expected to facilitate coordination of policies and actions across sectors and institutions in the country and to contribute reconcile conflictive resources uses, the proposals formulated in this document have to be based on a clear understanding of the governance situation, including shortcomings, as these may prejudice the implementation of effective policy in the interlinked nexus dimensions.

To avoid duplication of efforts, the Assignment will also take stock of the findings from recent reports on the status of sustainable development, governance, inter-sectoral (nexus) policy coherence, and natural resource management in the country, notably:

- The Lebanon State of the Environment and future Outlook 2020: Turning the crisis into opportunities (SOER 2020) prepared by UNDP
- Water-Energy Nexus of Water and Wastewater Service in Lebanon, a study prepared by the Issam Fares Institute for Public Policy and International Affairs

(https://www.aub.edu.lb/ifi/Pages/energy-policy-and-security/Projects/water-energy-nexus-of-water-and-wastewater-service-in-lebanon.aspx)

- The way forward to safeguard water in Lebanon. National Water Integrity Risk Assessment, a report prepared by the Issam Fares Institute for Public Policy and International Affairs (https://www.aub.edu.lb/ifi/Documents/publications/research_reports/2014-2015/20150429_CC_Water_Summary.pdf)
- Final draft of the 2020 NWSS
- the Voluntary National Review on Sustainable Development Goals (VNR) (2018) (https://sustainabledevelopment.un.org/content/documents/19624LebanonVNR2018.pdf)

The list above is not exhaustive, and the Consultants shall identify and make use of the findings of additional relevant reports, research papers etc.

During the development of the Governance Analysis and Nexus Assessment, guidance should be sought from the Inter-Institutional Body (IIB) that will serve as the Steering Committee (SC) of the overall Nexus activities in the country. Moreover, the perspectives of all relevant stakeholders should be taken into account. In that regard, early in the process, the Consultants should conduct interviews with representatives of key institutions for their insights and up-to-date policy developments and plans. A 1st National Multi-stakeholders Consultation Meeting involving a broader range of Nexus-related stakeholders will be held in the first half of 2022 and the key comments and recommendations should be addressed in the development of the Assessment, while a second meeting will be held at the end of 2022 for feedback on the draft Nexus Assessment. Feedback and comments should also be expected from the EU supported Thematic Group on Water Resources led by MEW and other Thematic groups relevant to the Nexus activities, as available and applicable.

Tasks – Requested Services

The Consultant should:

1. Prepare a Governance Analysis outlining the institutional frameworks at the National and sub-national / regional levels related to the Nexus sectors and assess their efficiency and level of cross-sectoral coordination, including the underlying causes for ineffective management in these sectors. As a first step the Consultants shall prepare a Table of Contents for the Governance Analysis and a brief description of the methodology they plan to use, including the criteria to select indicators relevant to the country context. Interviews with members of the IIB/SC of the Nexus Dialogue in Lebanon and other key stakeholders should be envisaged during the process to gather their feedback. The analysis should integrate gender and vulnerable groups related governance considerations.

The criteria used in indicator selection could include the following:

- Specificity to governance. The indicators must relate to processes of governance (such as the accountability, responsiveness, capacity, legitimacy and inclusiveness of government), and are not intended to measure broader socioeconomic trends.
- Relevance. The indicators must be relevant to the most important governance processes.
- Action orientation. The indicators should reflect the performance of government policies and should help to identify priorities for action.
- Appropriateness to the local context. The indicators must be appropriate to the Lebanese context and take account of local specificity. In this respect there is a preference for domestically generated indicators rather than those developed for the purpose of international comparison.
- International credibility. The selected indicators should include issues of concern to international observers and should not exclude controversial subjects.

- Reliability. The proposed indicators should not be prone to large measurement error, biased sampling, unrepresentativeness and comparability problems, and should originate from respected and reliable sources.
- Triangulation from several sources. It is important to provide a balanced presentation of evidence from different sources, including national and international actors, and state and non-state bodies.

Concerning the preparation of the Nexus Assessment the Consultants shall:

2. Prepare an Inception Report (IR) to be consulted with GWP-Med for clearance and finalisation prior to the consultant proceeding to the next steps. In the context of the IR, the consultant should, among others:
   (i) Undertake an assessment of information/data requirements and availability for the implementation of the assignment, leading to the identification of information gaps and suggested approaches to address these gaps. The Consultant will be responsible to collect the needed information -including through surveys- while GWP-Med will enable communications with authorities to assist if appropriate in the collection of available and needed information and data.
   (ii) describe in detail their suggested approach, methods and tools for the development of the Assessment, including a workplan with timeline and an annotated Table of Contents of the Report
   (iii) include as part of the above, suggested methodologies/approaches for:
   - the identification of individual policy/thematic areas in each sector, for which interdependencies with other Nexus sectors are crucial and strongest, in terms of e.g. impacts, resource flows, management practices, need for policy and regulatory coordination etc. (to be implemented in Task 3.ii)
   - the prioritisation of identified specific interlinkages (synergies and trade-offs) across policy/thematic areas, in terms of greatest potential benefits from increased management and policy integration on the short, medium and long term and feasibility/needs in terms of resources (to be implemented in Task 5.i)

3. (i) Prepare a consolidated overview of the current status and trends relevant to the availability and management of the Nexus-related resources[1]. The overview should present information both at the national and at the River Basin level, and refer among others to key pressures and challenges, including risks related to climate change impacts. The information contained in this overview should be concise, yet in enough detail to provide adequate factual support for subsequent analysis.
(ii) Based on this overview and using the methodology to be described under 2.iii, for each of the Nexus sectors identify the individual policy/thematic areas for which interdependencies with other sectors are crucial and strongest, in terms of e.g. impacts, resource flows, management practices, need for policy and regulatory coordination etc.

4. For each of the individual policy/thematic areas identified above:
(i) Present the related Strategic Documents (strategies, plans etc.) and the relevant decision-making and regulatory frameworks.
(ii) Assess and describe to what extent the Strategic Documents take into consideration in the sectoral development plans any cross-sectoral interlinkages, either in terms of conflicts in competing for the same scarce resources, or of opportunities from synergic and coordinated actions and planning.

[1] The overview should present information relevant to e.g. water balance, water quality, water supply & sanitation, energy demand and production by source, energy imports, land use, irrigated areas and water demand, food production and imports/exports by type, forestry/biomass, protected areas and biodiversity hotspots etc.

Additionally, in coordination with and with the assistance of GWP-Med's Senior Gender Advisor, provide a brief overview of how gender dimensions are addressed in each Strategic Document.

5. (i) Based on (a) the overview of current status, trends and challenges in the Nexus sectors in Task 3, (b) the assessment of the policy framework in key policy/thematic areas in Task 4, and (c) the consultants' expert judgement: prepare a list of specific key Nexus-related interlinkages (trade-offs or synergies) across the identified policy/thematic areas, and prioritise them in terms of greatest potential benefits from increased policy integration, using the methodology to be described under 2.iii. For each interlinkage, outline key barriers or gaps for appropriately addressing trade-offs and/or capturing synergies through coordinated cross-sectoral action, in terms of e.g. financing needs, policy coherence, institutional settings for decision making, harmonisation, access to and management of information and data (list not exhaustive).
   (ii) Present the preliminary findings of the preceding analyses in the National Consultation Meeting (to be organised by GWP-Med) and the EU-supported Thematic Group on Water Resources led by MEW. Present further the preliminary findings in other Thematic Groups relevant to the Nexus sectors if available. Receive feedback and validation, and fill gaps during these meetings, as well as in further interviews of key stakeholders if needed and as appropriate.

6. Analyse in depth the top 2-3 (number to be agreed with GWP-Med) priority interlinkages identified in Task 5 and assess if and how each one is addressed in the National Water Sector Strategy and other sectoral Strategic Documents that might be developed in the process - directly related to the specific priority interlinkages - their objectives, governance status and infrastructure actions. Aspects of this analysis should include (the list is not exhaustive):
   (i) How the interlinkage is important for the sustainable development in Lebanon
   (ii) what are the benefits and increased efficiencies from the adoption of an integrated approach for addressing/supporting the interlinkages
   (iii) Which are the key barriers, conflicts or gaps for addressing trade-offs and/or capturing synergies, in terms of e.g. access to finance; overlapping in decision making/regulation; data management, availability or harmonisation; technologies, costs, and applicability etc.
   (iv) To what extent the Programme and its related governance and infrastructure actions address in a coherent manner the related trade-offs and synergies, as well as the related barriers or gaps for coordinated action (identified above)
   (v) Propose further measures enhancing coordinated and coherent planning and development – including of infrastructure- to maximise efficiencies and synergies in the implementation of the Programme and address related key barriers, conflicts or gaps identified above
   (vi) Explore options for coordinated financing of actions.

7. Prepare a consolidated overview of national and international financing schemes and instruments, as well as of related strategies and priorities of donors and IFIs active in Lebanon, relevant to the Nexus sectors. Based on that, and on the preceding analyses, suggest a short-list of concrete Nexus interventions exhibiting strong cross-sectoral relevance and benefits, linked to the identified key interlinkages.

8. Prepare the draft Assessment Report incorporating all the above and including related tables, graphs, figures and maps, a technical summary, a layman's summary and a factsheet of the key findings of the Assessment.

3. Reporting, deliverables, and Milestones

It is required that throughout the implementation of the Assignment, the consultants closely liaise with the Project Manager and Senior Programme Officer at GWP-Med.

The consultants are expected to deliver the following deliverables, all in English, directly linked to the tasks described in detail under the section "Tasks – Requested Services", as per the below schedule (to be possibly adapted based on the actual date of the signature of the contract):

Task #	Deliverables	Deadline
1	- Governance analysis: Criteria for the selection of indicators, Table of Content and Work Plan - Nexus Assessment: Inception Report and Table of Content	3 weeks after contract signed
2	- Consolidated overview of current status and trends in the Nexus sectors - Identification of key policy/thematic areas	5 weeks after contract signed
3	- Brief overview of strategic and decision-making frameworks in the policy/thematic areas of priority and assessment of how cross-sectoral interlinkages are addressed	7 weeks after contract signed
4	- Governance Analysis draft - List of key interlinkages in the policy/thematic areas of priority, identifying key barriers or gaps for coordinated cross-sectoral action - Presentations in the 1st Multi-stakeholders Consultation meeting and the Thematic Group on Water Resources/other thematic groups	May-June 2022
5	- Analysis of top priority interlinkages, vis-a-vis the related provisions of the National Water Sector Strategy, including list of proposed measures (see Task 6 above for details)	September 2022
6	- Overview of national and international financing schemes and instruments and of IFIs' strategies and priorities - Short-list of concrete Nexus interventions exhibiting strong cross-sectoral relevance and benefits	September 2022
7	- Presentation of final draft of findings at the 2nd Multi-stakeholders Consultation meeting and the Thematic Group on Water Resources/other thematic groups	December 2022
8	Drafting of final Assessment Report, as well as technical summary, layman's summary and factsheet of the key findings of the Assessment.	January 2023

4. Payment modalities

Accomplishment of deliverable 1: **20%** of total contract amount

Accomplishment of deliverables 2-4: **30%** of total contract amount

Accomplishment of deliverables 5-8: **20%** of total contract amount

Approval of final deliverables: **30%** of the total contract amount

5. Contract price, duration.

The maximum fee for this assignment is **70,000 USD**. 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 **12 months** after contract signature.

Payments will be made upon acceptance and verification of the related deliverables, as laid out in section 3. Reporting, deliverables, and Milestones

6. Selection Criteria (pass / fail)

Successful participant (Natural or Legal Person or Entity):

- Must have a record of minimum 3 projects over the last 10 years of comparable nature and degree of complexity relevant to those required for this Contract

- Must have cumulative annual turnover for the last two financial years at least equivalent to the maximum amount of this call.

- Must be enrolled in one of the official professional or trade register kept in their country of registration.

- Must have the capability to produce GIS maps.

7. Qualification and Experience

Participants in the call are required to have solid experience in developing and managing complex projects in the field related to the tasks described in the ToR. 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

Regarding Section 1: Expertise and work experience:

The scope of work requires an interdisciplinary team of skilled experts with previous experience in activities similar to those that this assignment entails. The required qualifications for all experts to be engaged in this assignment are presented in Table 1 below. The inclusion of experts so as the team responds to **every area of expertise** defined in the table below is mandatory. If the qualifications of an expert cover the requirements of more than one area of expertise, that expert can be also proposed for these other areas. 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 addition, the Participant may propose -as they deem appropriate- additional experts covering other specific areas of expertise.

Failure to provide the minimum required qualifications is considered ground for disqualification.

Table 1 – Required qualifications for the Team of Experts

Expert n.	Areas of Expertise	Qualifications
1	Water Resources Management expert / Team Leader	o At least University degree (MSc or equivalent) in water resources management, or environmental engineering/management, or a directly related field (Required). o Minimum 10 years of professional experience in the field of water resources management (Required). o Minimum 3 assignments/projects in Lebanon relevant to water resources management (Required). o 1 assignments/project directly relevant to the Nexus approach in the past 5 years (Required) o Excellent oral and written communication skills in English and Arabic. For the spoken Arabic it is preferable that the candidate speaks Levantine Arabic.
2	Energy Policy expert	o At least University degree in the field of Engineering or Energy Policy or a directly related field (Required). o Minimum 5 years of professional experience in the field of energy (Required). o Minimum 3 assignments/projects in Lebanon relevant to renewable energy or energy use efficiency in the water or agriculture sectors (Required).
3	Agriculture expert	o At least University degree in the field of Agriculture, or Rural Development, or Forestry or a directly related field (Required). o Minimum 10 years of professional experience in the field of Agriculture, or Rural Development, or Irrigation policies (Required). o Minimum 3 assignments/projects in Lebanon relevant to Agriculture, or Rural Development, or Irrigation (Required).
4	Environment expert	o At least University degree in environmental engineering/management, or Biology or a directly related field (Required). o Minimum 10 years of professional experience in the field of environmental policy (Required). o Minimum 3 assignments/projects in Lebanon relevant to the assessment of environmental policies, plans or projects or environmental management (Required).
5	Institutional/Governance expert	o At least University degree in Economics, Political Sciences, International Relations, or any other related field (Required). o Minimum 3 years of of relevant professional working experience in the field of governance (Required). o Minimum 2 assignments/projects in Lebanon relevant to water/environmental governance and policy (Required). o Excellent communication skills in English and Arabic. Spoken Arabic should be Levantine Arabic. (Required).

8. 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**		
Water Resources Management expert - Team Leader	**23%**		
At least University degree in water resources management, or environmental engineering/management, or a directly related field (Required).	**3%**		
Minimum 10 years of professional experience in the field of water resources management (Required).	**8%**		
Minimum 3 assignments/projects in Lebanon relevant to water resources management (Required)	**5%**		
1 assignment/project directly relevant to the Nexus approach in the past 5 years (Required)	**4%**		
Excellent communication skills in English and Arabic. Spoken Arabic should be Levantine Arabic. (Required).	**3%**		
Energy Policy expert	**13%**		
At least University degree in the field of Engineering or Energy Policy or a directly related field (Required).	**3%**		
Minimum 5 years of professional experience in the field of energy (Required).	**5%**		
Minimum 3 assignments/projects in Lebanon relevant to renewable energy or energy use efficiency in the water	**5%**		

or agriculture sectors (Required)			
Agriculture expert	**16%**		
At least University degree in the field of Agriculture, or Rural Development, or Forestry or a directly related field (Required).	**3%**		
Minimum 10 years of professional experience in the field of Agriculture, or Rural Development, or Irrigation policies (Required).	**8%**		
Minimum 3 assignments/projects in Lebanon relevant to Agriculture, or Rural Development, or Irrigation (Required).	**5%**		
Environment expert	**16%**		
At least University degree in environmental engineering/management, or Biology or a directly related field (Required).	**3%**		
Minimum 10 years of professional experience in the field of environmental policy (Required).	**8%**		
Minimum 3 assignments/projects in Lebanon relevant to the assessment of environmental policies, plans or projects (Required).	**5%**		
Institutional/Governance expert	**12%**		
At least University degree in Economics, Political Sciences, International Relations, or any other related field (Required).	**3%**		
Minimum 3 years of of relevant professional working experience in the field of governance (Required).	**3%**		
Minimum 2 assignments/projects in Lebanon relevant to	**2%**		

water/environmental governance and policy (Required).			
Excellent communication skills in English and Arabic. Spoken Arabic should be Levantine Arabic. (Required).	**4%**		
Section 2: Approach and Methodology	**20% of 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%**		

Failure to provide the minimum required qualifications is considered ground for disqualification.

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.

The overall score of the technical offer is calculated on the basis of the following formula:
Bi = w1 x c1 + w2 x c2 +……
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:
Λi = 0.8* (Bi/Bmax) + 0.2 * (Kmin/Ki).
Where:
- Bmax: the max score received by the best of the technical offers received
- Bi: the score of the technical offer
- Kmin: The cost of the financial offer with the minimum price offered.
- Ki: 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.

9. Monitoring and Progress Controls

Mr. Dimitris Faloutsos, Deputy Regional Coordinator and Ms. Barbara Tomassini, Senior Programme Officer at GWP-Med, will be providing oversight and guidance from the side of the Project Team. Coordination calls between the consultant and the Project Team will be held at least monthly, to monitor the progress with regard to the workplan submitted with the Inception Report.
Services will be rendered and will be considered completed upon approval of the deliverables by the Project Manager and the GWP-Med Executive Secretary.

10. Place of Performance

This assignment is home based, with field missions for consultations. The tasks will be carried out from a place of the Consultant's preference.

11. Terms and Conditions

- *Language*

The language of the deliverables/outputs is English with summaries in Arabic.

- *Data and information*

GWP-Med can assist in the identification of related policy documents, projects and/or stakeholders.
The consultant is responsible to collect all additional information and data necessary for the completion of this assignment. Missing information (from any side) would not be considered as eligible reason for not completing the tasks.

- Submission of data, reports and other material produced

All primary data, reports, and other documentation produced during this assignment shall be made available to GWP-Med in electronic format. All data acquired, and products developed during the assignment will be in the ownership of the Project and cannot be used by the Consultant and its team without prior written permission.

- Cooperation requirements

The Consultant is expected to work closely with GWP-Mef and the beneficiaries (visited during the field missions).

- Review and quality assurance

Review of the work carried out by the Consultant throughout the implementation of the assignment as well as review of the deliverables may be carried out by an independent external expert or expert team.
Review of the project final deliverables may be carried out by relevant experts or Expert Working Groups of the beneficiaries.
All relevant comments and suggestions made by the reviewer(s) will have to be taken into consideration by the Consultant and integrated in the final versions of the deliverables.

- Public consultations / meetings

The responsibility for organizing any required workshops or working meetings will be shared between the Consultant and the Project Team. The Consultant shall be responsible for: preparation of working material, technical specifications etc. ensuring participation of the key team members as required, preparation of minutes etc. The Project Team will be responsible for: preparation of agenda, invitations, distributing the invitations and enabling participation.