

# ANNEX 4

Terms of reference  
***Development of the Drin SAP  
investment plan and four project  
proposal documents***

In the framework of:

Memorandum of Understanding  
for the Management of the Extended Transboundary Drin Basin

GEF Project “Enabling Transboundary Cooperation and Integrated Water  
Resources Management in the Extended Drin River Basin”

July 2020

The Coordinated Action for the implementation of the Memorandum of Understanding for the management of the Drin basin (Drin CORDA) is supported by the GEF Drin Project. The latter is implemented by the United Nations Development Programme (UNDP) and executed by the Global Water Partnership (GWP) through GWP-Mediterranean (GWP-Med), in cooperation with the United Nations Economic Commission for Europe (UNECE). GWP-Med serves as the Secretariat of the Drin Core Group, the multilateral body responsible for the implementation of the Memorandum of Understanding.

*Disclaimer: The document adheres to the UN rules and policies regarding the names and international status of countries and/or other geographical areas etc. The use of characterizations, names, maps or other geographical statements in this document in no way implies any political view or positions of the Parties which are executing and implementing the Project.*

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## 1. Introduction

The Drin Basin extends in a large part of the Western Balkans. It consists of several sub-basins, the uppermost of which is that of the Prespa Lakes, while the lowest that of the Buna/Bojana River, adjacent to the Adriatic Sea. The Drin River is the “connecting agent” of the Drin Basin, linking tributary rivers, lakes, aquifers, and other aquatic habitats into a complex ecosystem of major importance.

The Prespa Lakes sub-basin comprises of two lakes; the Micro (small) Prespa shared by Greece and Albania, and the Macro (big) Prespa shared by Albania, Greece and North Macedonia. Water flows through underground karst channels from the Prespa to the Lake Ohrid. Shared by Albania and North Macedonia, Ohrid is the largest lake in terms of water volume in SEE. The only surface outflow of Lake Ohrid, the Black Drin, flows north through North Macedonia and it enters Albania where it meets the White Drin -originating from Kosovo- to form the Drin River. Flowing westward through Albania, the Drin joins the Buna/Bojana River 1 km downstream of the outlet of Lake Skadar/Shkoder, near the city of Shkodra. Shared by Albania and Montenegro, Skadar/Shkoder is the largest lake in terms of surface in SEE. The Buna/Bojana River drains Lake Skadar/Shkoder sub-basin and flows into the Adriatic Sea; its final tract (23 km) forms the Albania - Montenegro borderline.

The Drin transboundary system offers an excellent example of interdependencies created among different anthropogenic uses (agriculture, hydropower generation, industry, fisheries, tourism, urban settlements, etc.) as well as among uses and ecosystems, in four major inter-connected inland water bodies and a receiving sea.

### 1.1 The Drin Memorandum of Understanding

Coordinated action at the Drin Basin level has been absent until the development of the Shared Vision for the sustainable management of the Drin Basin and the signing of a related Memorandum of Understanding (Tirana, 25<sup>th</sup> November 2011) by the Ministers of the water and environment management competent ministries of the Drin Riparians i.e. Albania, North Macedonia, Greece, Kosovo and Montenegro. This was the outcome of the Drin Dialogue coordinated by Global Water Partnership Mediterranean (GWP-Med) and UNECE.

The main objective of the Drin MoU is the attainment of the Shared Vision: *“Promote joint action for the coordinated integrated management of the shared water resources in the Drin Basin, as a means to safeguard and restore, to the extent possible, the ecosystems and the services they provide, and to promote sustainable development across the Drin Basin”*.

The **ultimate goal** of the work in the Drin Basin is to reach a point in the future where the scale of management lifts from single water bodies to the hydrological interconnected system of the Drin Basin, eventually leading from the sharing of waters among Riparians and conflicting uses, to the sharing of benefits among stakeholders.

### 1.2 The Drin Coordinated Action

A process called the “Drin CORDA”, Drin Coordinated Action for the implementation of the Drin MoU, was put in place after the signing of the latter.

Following the provisions of the MoU an institutional structure was established in 2012. It includes:

- The **Meeting of the Parties**.
- The **Drin Core Group (DCG)**. This body is given the mandate to coordinate actions for the implementation of the MoU.

- Four **Expert Working Groups** (EWG) to assist the DCG in its work:
  - Water Framework Directive implementation EWG.
  - Monitoring and Information exchange EWG.
  - Biodiversity and Ecosystem EWG.
  - Floods management EWG (established in 2019).

The **DCG Secretariat** provides technical and administrative support to the DCG; GWP-Med serves by appointment of the Parties through the MoU as the Secretariat.

An Action Plan was prepared to operationalize the Drin CORDA. This has been subject to updates and amendments in accordance with the decisions of the Meeting of the Parties to the Drin MoU and the DCG. The DCG and its Secretariat guides the implementation of the action plan while its implementation is currently being supported by the Global Environment Facility<sup>1</sup> (GEF); see below.

### 1.3 The GEF Drin Project

The GEF supported Project “Enabling transboundary cooperation and integrated water resources management in the extended Drin River Basin” (GEF Drin Project) is aligned in content, aims and objectives with the Action Plan and the activities under the Drin CORDA.

The objective of the project is to *promote joint management of the shared water resources of the transboundary Drin River Basin, including coordination mechanisms among the various sub-basin joint commissions and committees*. Albania, Kosovo, Montenegro and North Macedonia are the Project beneficiaries.

The GEF Drin project is structured around five components:

- a. Component 1: Consolidating a common knowledge base
- b. Component 2: Building the foundation for multi-country cooperation
- c. Component 3: Institutional strengthening for Integrated River Basin Management (IRBM)
- d. Component 4: Demonstration of technologies and practices for IWRM and ecosystem management
- e. Component 5: Stakeholder Involvement, Gender Mainstreaming and Communication Strategies

The Project is implemented by UNDP and executed by the Global Water Partnership (GWP) through GWP-Med in cooperation with the United Nations Economic Commission for Europe (UNECE); GWP-Med is responsible for the realization of the Project. The Drin Core Group is the Steering Committee (SC) of the Project.

It is managed by a Project Coordination Unit (PCU) with staff in Tirana, Podgorica, Ohrid, Pristina, and Athens. The duration of the Project is four years.

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<sup>1</sup> [www.thegef.org](http://www.thegef.org)

## 2. Objective

To develop the Drin SAP investment plan for the implementation of all Management Actions defined in Strategic Action Plan (SAP) for the extended Drin basin during the period 2021-2031 and to prepare full project proposals on four SAP priority actions (one per Riparian).

## 3. Background information

The Transboundary Diagnostic Analysis/Strategic Action Programme (TDA/SAP) approach is a highly collaborative process that has proven to be a major strategic planning tool for GEF International Waters Projects over the last 20 years<sup>2</sup>.

The main technical role of a TDA is to identify, quantify, and set priorities for environmental problems that are transboundary in nature. Consequently, a TDA provides the factual basis for the formulation of a SAP.

The Drin TDA synthesizes the findings of basin-wide Thematic Reports, undertaken at three levels: Sub-basin level; Riparian level within each sub-basin; and the extended Drin basin:

- Thematic Report on Institutional and Legal setting
- Thematic Report on Socioeconomics
- Thematic Report on Biodiversity and Ecosystems
- Thematic Report on Hydrology and Hydrogeology
- Thematic Report on Pollution and Water Quality
- Thematic Report on the Nexus<sup>3</sup>.

The Thematic Reports developed, assist in enhancing the knowledge basis of the Drin Riparians regarding the state of the natural and anthropogenic environment in the basin and provide more technical information on the transboundary issues identified.

The Strategic Action Plan (SAP) is a negotiated policy document endorsed at the highest level. It establishes clear priorities for action to resolve the priority transboundary problems identified in the TDA. Two key elements of the SAP are: (1) a well-defined baseline -provided by the TDA- (2) monitoring and evaluation procedures to measure effectiveness of the outcomes of the process for the implementation of the managerial actions agreed by the Riparians and included in the SAP.

The draft Drin Basin SAP is ready (to be provided to the selected consultant); the Riparians have approved it and it is expected that the line Ministers will endorse it -should an agreement is reached- during the second quarter of 2020.

The Drin Basin SAP draws -in addition to the TDA- on the Drin MoU. The Drin MoU presented a clear vision (titled 'Objective') and identified seven 'common concerns' which are reaffirmed in the SAP as '**Goals**' to be achieved through the implementation of specific **Objectives**. For each Objective, a series of **Management Actions** are detailed which include: Timescale; Priority; Location; Responsible organisation; Financing; Budget; Process indicators; Link to TB Problem; and Link to Thematic Report.

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<sup>2</sup> IW:LEARN TDA/SAP Methodology and training Course (2013)

<sup>3</sup> The Nexus assessment/approach looks into the interlinkages and trade-offs among the sectors of water, land, energy and environment aiming to identify solutions that will foster not only water and environment security, but also energy and food security. In other words, the nexus assessment has no bias towards a specific sector and is multi-centric by definition.

The **Goals** are:

- Goal 1: Improving access to comprehensive data and adequate information to fully understand the current state of the environment and the water resources and the hydrologic system (including surface, underground and coastal waters) as well as ecosystems of the Drin Basin.
- Goal 2: Establish conditions for a sustainable use of water and other natural resources.
- Goal 3: Develop cooperation and measures to minimise flooding especially in the lower parts of the Drin Basin.
- Goal 4: Improve management and appropriate disposal of solid wastes.
- Goal 5: Decrease nutrient pollution deriving from untreated or poorly treated wastewater discharges and unsustainable agricultural practices.
- Goal 6: Decrease pollution from hazardous substances such as heavy metals and pesticides.
- Goal 7: Minimise effects of hydro-morphologic interventions that alter the nature of the hydrologic system and the supported ecosystems, resulting in their deterioration.

**The draft Drin basin SAP contains around 100 management actions (grouped in 7 goals) to be implemented by the Riparians which form the base for development of the Drin SAP investment plan.**

**The TDA (along with thematic reports) provide complementary information for the development of the costing of the Drin SAP management actions and a solid basis for the development of the four project proposals (one per Riparian).** The TDA and six Thematic reports are ready and will be provided to the selected consultant.

#### **4. Scope of work**

On the basis of the objective set, the work of the consultant is divided into two interconnected work-packages (A & B). It is required that the consultant develops both work-packages in parallel in order to utilize available resources in the most efficient way.

##### **Work-package A: Development of the Drin SAP investment plan**

The implementation of the Drin SAP as a Strategy for the achievement of the shared vision should be supported by an appropriate investment plan that will take into consideration: (i) an estimation of the cost of the management actions (using an appropriate methodology); (ii) the current status of implementation of these or compliant activities in the Riparians and the level to which the respective costs are financed (or have potential to be financed) through existing or potential financing sources.

The development of the sound financial framework for implementing the Drin SAP will assist the:

- Riparians to appropriately plan implementation of the management actions (from this point forward, Drin SAP actions; short-term, mid-term and long-term), either through integration of the actions and related costs in their annual national programs (and budgets) or by seeking for other financial instruments (already available or to be available) to support Drin SAP actions' implementation;
- Developmental Partners (donor countries, international financial institutions etc.) to better understand financial needs of the Drin Riparians in the field of Water management and align/adjust their strategies offering assistance for the implementation of multi-Riparian programs that will be of synergetic effect to achieve integrated management of the Extended Drin basin.

Further to the above, an appropriate Investment plan for the Drin SAP will: assist in the estimation of overall costs of the interventions that are needed to achieve the shared vision, enhancing existing transboundary cooperation and political willingness to achieve this aim; enable tangible monitoring of the financial aspects of the SAP implementation.

#### **Work-package B: Development of four (one per Riparian) full project proposals on priority management actions**

Through the highly collaborative process for the development of the SAP, the Drin Riparians have identified fields (one per Riparian) of priority in terms of implementing of Drin SAP actions. These are as follows:

1. Nature based solutions for the Ohrid lake, North Macedonia;
2. Implementation of Climate Change mitigation and adaptation measures through small/medium scale structural interventions for combating floods and water scarcity in the areas of Morača and Zeta rivers in Montenegro;
3. Preparation of a Drought Management plan for White Drin basin in Kosovo.
4. Albania Water management pilot project.

The development of the full project proposals on the above fields will assist the Riparians either in a prompt and structured implementation of priority Drin SAP actions (where national financing sources can be made available) and/or to seek financial support from Developmental Partners.

## **5.Methodology**

#### **Work-package A: Development of the Drin SAP investment plan**

*A1: Desktop research and communication with beneficiaries for the preliminary identification of the approach to develop the Drin SAP investment plan as well as the identification of information gaps.*

During this task the consultant will conduct desktop research and communicate with the beneficiaries with the aim to:

- Understand in detail the actions described in the Drin SAP. To properly plan the estimation of costs, the consultant needs to have a comprehensive understanding of processes and outputs associated with each activity. Only when processes and outputs are clear the necessary input requirements for the consultant can be accurately defined.
- Identify approach(es) and methods that may be used for the estimation of costs for the implementation of the Drin SAP and development of the Drin SAP strategic investment plan.
- Identify actions from those listed in the SAP that are implemented or are planned to be implemented either using national budgets or in the framework of transboundary or regional compliant programs or projects, along with their respective costs and sources of financing.
- Identify and list information gaps for this assignment.

The implementation of this task will not be a straightforward process as the Drin SAP actions vary with regard to the level of availability of details necessary for appropriate cost estimations. In some cases there will be little or no information for appropriate cost estimations. In such cases, the consultant is expected to propose a model on how associated costs can be presented for different activities (i.e. as base unit cost) and seek assistance from the beneficiaries and GWP-Med project team in relation to the necessary input parameters (e.g. estimation of the number of staff members to be trained or ha

of the area to be reforested). The necessary input parameters (minimum set of input data required) for the respective cost estimates will be enlisted by the consultant in the inception report, along with other information gaps identified. The collection of missing information should be pursued also during execution of task A2 (see below). If this approach would give no results, investigation of other options (comparison with the cost of similar actions, programs, projects) should be performed.

#### *A2: Refining the costing approach and bridging the information gaps*

Aiming to have the most accurate possibly cost estimation of the Drin SAP actions the consultant (at this stage) is expected to adjust/refine costing methodology for each of the actions (group of actions) by collecting and using input data for conducting appropriate cost assessment, that are found through task A1 to be missing.

In that respect the consultant will:

- Define appropriate cost assessment method of each of the SAP actions (group of actions; i.e. bottom up costing, parametric costing, analogy costing, expert opinion) based on the results from task A1;
- Conduct a mission in each of the Drin riparian's to collect missing information;
- Adjust /refine the cost assessment method of each of the Drin SAP actions.

The consultant should all times take into account the objective and scope of this assessment and resources available so cost effective and efficient management of assignment is achieved. Mission in the Riparians should be planned in advance (with indication of the people/places to be visited along with respective agendas).

Travel costs associated (air ticket and accommodation) will be covered by the consultant (to be included in financial offer) at no additional expenses to the contractor.

#### *A3: Development of the Drin SAP costing framework and investment plan and of supported documentation*

- Assess the cost for the implementation of the Drin SAP by implementing the approach for each of the actions (group of actions) -based on the results from A1 & A2- and **develop the costing framework for the Drin SAP<sup>4</sup>** i.e. a matrix including the cost of each Drin SAP action. Associated costs should be broken down using the following parameters: incremental and existing costs, investment and capital costs per Riparian, year and source of financing (existing or potential).
- Use the costing framework and further elaborate its findings to develop the **Drin SAP investment plan<sup>5</sup>** that will include (the list is not exhaustive):
  - Assessing and presenting Investment return rate for applicable Drin SAP actions (e.g. provision of utility services);
  - Description of potential for utilization of the identified financing sources based on the costing framework and results of A1 & A2 ;
  - Presenting financial requirement by year of implementation and per Riparians (summary);

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<sup>4</sup> The Consultant is required to document all the cost estimates findings used for the development of the costing framework as Annex of the Drin SAP investment plan (clearly marking how cost estimation was conducted on each of the actions).

<sup>5</sup> Drin SAP investment plan's purpose is to further mobilize public and private financial resources and assist in the development of financing schemes for the implementation of the Drin SAP actions.



- Presenting financial requirements by Drin SAP goals (summary);
- Assessing and presenting major financial challenges and opportunities for implementation of the actions related to each of the Drin SAP goals;
- Description of necessary preconditions for the implementation of the Drin SAP investment plan.

The Consultant will deliver a draft Drin SAP investment plan to GWP-Med for comments; a revised (final) Drin SAP investment plan will integrate/address the comments made.

### **Work-package B: Development of four (one per Riparian) full project proposals on the priority actions identified**

The consultant is expected to perform the following tasks:

#### *B1: Desk studies on the priority topics and planning of the scoping missions*

The desk studies (per each priority topic) should take into account the findings of the Drin TDA/SAP process and also, relevant published, unpublished and draft reports/project proposals at Riparian level related to the four priority actions (see list in Scope of Work, Work-package B). It is expected that this task is done in synergy with task A1 (sections 3 & 4), as described above. The desk studies should also consult relevant (also draft) programmes/projects with similar topics implemented in the other neighbouring Riparians with the assistance of Developmental Partners. In addition to this, the consultant is encouraged to consult project concept notes<sup>6</sup> developed for the topic B2 and Guidelines for preparation of the Drought Management plans developed by the GWP-CEE<sup>7</sup> for the topic B3.

Based on the desk studies' findings and the Annotated Table of Contents for the project proposal document (available as Annex I; a-d to this call) the consultant will plan the mission in each of the Riparians (including a list of relevant meetings to be requested and draft agendas with respective meeting topics).

#### *B2: Scoping missions and formulation of concept notes*

The consultant is required to conduct scoping missions with the aim to understand the needs and expectations of the beneficiaries for each of the four projects, with the aim to reflect these in the project documents to be prepared.

The needs and expectations and other related information should be used to develop concept notes for each Project. Each Concept Note will be discussed with the beneficiaries and GWP-Med. Once finalised they will be the basis for the development of the full project proposals (see next task).

Travel costs associated to the missions (air ticket and accommodation for minimum one team member per Riparian) will be covered by the consultant (to be included in financial offer) at no additional expenses to the contractor.

In this stage the consultant is encouraged to maintain contacts with the beneficiary officials via electronic means of communication (i.e. mail, skype) also after the missions in order to better understand and Riparians' needs and reflect these in the full project proposals to be developed.

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<sup>6</sup> Internal document; to be provided to the successful consultant.

<sup>7</sup> Global Water Partnership Central and Eastern Europe (2015). Guidelines for the preparation of Drought Management Plans. Development and implementation in the context of the EU Water Framework Directive, Global Water Partnership Central and Eastern Europe, 48pp; to be provided to the successful consultant.

*B3: Development of the four full project proposals (one per Riparian)*

*Based on the results from the B1 & B2 the consultant will develop Full project proposals on the following themes/Riparians:*

- 1. Nature based solutions for the Ohrid lake, North Macedonia;*
- 2. Implementation of CC mitigation and adaptation measures through small/medium scale structural interventions for combating floods and water scarcity in the areas of Morača and Zeta rivers in Montenegro;*
- 3. Preparation of the Drought Management plan for Kosovo;*
- 4. Albania Water management pilot project.*

The draft Project proposal documents for all themes will be delivered fully in accordance with Annex I (a-d): Annotated ToC for the project proposal document.

Additionally, for theme 2 (where a donor has been already identified) the content of the draft Project Proposal will be transferred into the templates of the GCF (Green climate fund) in accordance to the related process and requirements<sup>8</sup> (including all associated Annexes).

The draft project proposal documents will be submitted to the beneficiaries for comments. The final full project proposal documents should address all comments received.

It is expected that consultant will prepare four full project documents.

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<sup>8</sup> Funding Proposal template available at: <https://www.greenclimate.fund/document/funding-proposal-template>.

## 6. Deliverables/Outputs

The deliverables/outputs of this assignment are:

**A1: Inception report** summarizing the: (i) information collected through the desk study and (ii) the approaches/methods to develop the Drin SAP costing framework and investment plan. The report should contain in Annexes: (i) evidences of information collected through task A1 (ii) information gaps with minimum set of input data required for cost estimates; (iii) work plan.

**A2: Refined Methodology** to assess the cost of the Drin SAP actions. The report should contain mission findings and in Annexes: (i) cost assessment methods to be used for each of the Drin SAP actions; (ii) minutes of the meetings (MoMs) from missions.

**A3: Drin SAP financing framework and Draft Drin SAP investment plan** as described in task A3 for commenting purposes.

**A3a: Final Drin SAP investment plan** where comments are fully addressed.

**B1: Inception report** with four brief consolidated reports summarizing information collected through the desk studies along with consultants' work plan and mission preparation documents (separate for each Riparian).

**B2: Four concept notes as a result of the scoping missions.** Materials from the mission (including respective MoMs) should be presented as Annexes.

**B3: Four Draft full project proposal documents (one per Riparian, presented separately)** as per requirements described in task B3 of the Methodology chapter of this ToR for commenting purposes.

**B3a: Final versions of the four full project proposal documents (one per Riparian, presented separately)** where comments are fully addressed.

## 7. Monitoring and Progress Controls

Mr. Novak Cadjjenovic will be providing oversight and guidance from the side of the PCU.

Services will be rendered and will be considered completed upon approval of the deliverables by the Project Coordinator and the GWP-MED Executive Secretary Mr. Vangelis Constantianos.

## 8. Place of Performance

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

## 9. Terms and Conditions

- *Language*

The language of the deliverables/outputs is English.

- *Data and information*

The PCU will provide the Consultant with the following:

- Project related documentation (SAP-attached to this call, TDA, TDA thematic reports);

- Concept note for development developed for the topic B:2 and Guidelines for preparation of the Drought Management plans developed by the GWP-CEE for the topic B3 (from the Scope of the work chapter);
- Contact details of 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 Drin Project in electronic format in a USB storage device. All data acquired, and products developed during the assignment will be in the ownership of Drin 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 the PCU 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 listed in section 11 of this ToR may be carried out by an independent external expert or expert team.

Review of the project final deliverables may be carried out by relevant Expert Working Groups of the Drin Core Group.

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