

ANNEX II: TERMS OF REFERENCE

CAPACITY DEVELOPMENT ON MONITORING AND EVALUATION FOR ENLARGEMENT AND NEIGHBORHOOD REGIONS

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1. BACKGROUND INFORMATION

1.1. Partner countries

The beneficiaries of the programme are the 23 countries of the Enlargement and Neighbourhood Regions.

1.2. Contracting Authority

The European Union, represented by the European Commission.

1.3. Background

The mission of the Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR) is to take forward the EU's neighbourhood and enlargement policies. This includes providing assistance to 23 countries covered by these policies to enable them to carry out the necessary reforms and to strengthen their basis for sustainable growth. DG NEAR works closely with the European External Action Service and the line DGs in charge of thematic priorities.

DG NEAR manages the bulk of the Union's financial and technical assistance to the neighborhood and enlargement beneficiaries.

DG NEAR is responsible also for the regular evaluation of its cooperation (policy dialogue and financial assistance). The DG is based in Brussels and has approximately 1,650 staff members in Brussels and in the EU Delegations in the partner countries.

Within DG NEAR, the unit A4 MFF, programming and evaluation is responsible for the coordination of policy and strategy for the European Neighbourhood Instrument (ENI) and the Instrument for Pre-accession Assistance (IPA II). The Unit oversees the legal framework for financial assistance, including aspects related to the Multi-annual Financial Framework (MFF), planning, programming, budget support as well as monitoring and evaluation. It acts also as secretariat of the ENI and IPA Committees.

In particular, the unit coordinates the quality support process of ENI and IPA II programmes from a methodological point of view, develops/updates programming guidelines and templates for actions, performs result oriented monitoring (ROM)¹ with the support of external experts, launches strategic evaluations covering the enlargement and neighborhood regions, coordinates the work on the results reporting in line with the IPA II Performance Framework and the EU Results Framework

In July 2016, DG NEAR published the guidelines on linking planning/programming, monitoring and evaluation² with the purpose to support the design of new policies and actions, and the monitoring of their implementation through relevant indicators, identifying the main results and determining the EU contribution to these results.

Since the publication of the guidelines, DG NEAR unit A4 has implemented three capacity-building contracts to strengthen the capacity of the EU Delegations staff and beneficiaries in the enlargement and neighbourhood regions on IPA II and ENI programming, monitoring and evaluation frameworks.

1.4. Current situation

The programming of the financial assistance is done in most of the cases on an annual basis and to a lesser extent on a multiannual basis.

¹https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/news_corner/monitoring-and-evaluation/20160817-rom-handbook.pdf

²https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/near_guidelines.zip

For IPA II, the programming of assistance in the context of Country Action Programmes is the responsibility of each Country (geographical) unit of DG NEAR, in close collaboration with the relevant EU Delegations.

Programming of assistance in the context of Multi-Country Action Programmes is the responsibility of the Regional Cooperation & Programmes unit of DG NEAR, in close collaboration with the relevant Country/geographical units and EU Delegations.

For both types of programmes, regular (formal and informal) consultations are organised under the leadership of DG NEAR and/or the relevant EU Delegations.

Annual and Multi-Annual Action Programmes are based on proposals prepared by the IPA II Beneficiaries under the supervision of the National IPA Coordinators (NIPACs)³. Consultations with other stakeholders in the relevant sectors are also organised, as well as more generally with civil society organisations (engagement with civil society being an essential crosscutting obligation of IPA II programming).

Similarly, programming multi-country IPA assistance is based on close consultation with IPA II Beneficiaries, the donor community and in collaboration with the Regional Cooperation Council.

For ENI, objectives and priorities for Union support for partner countries together with indicative allocations are set in relevant multiannual programming documents. In the spirit of differentiation, for partner countries who have agreed with the EU Partnership Priorities, Association Agendas, Action Plans or other equivalent jointly agreed document, which represent key points of references for setting priorities for EU support, a multiannual programming document is adopted in the form of a Single Support Framework. For the remaining partner countries, multiannual programming documents take the form of the Strategy Papers & Multiannual Indicative Programmes. This approach applies also to multi-country and Cross-border Cooperation programmes.

The multiannual programming documents are established in partnership with beneficiaries. The objectives and priorities of EU support are developed in consultation with the relevant authorities of partner countries concerned, civil society organisations, and other stakeholders and in coordination with Member States and other donors, including International Financial Institutions. The programming is also subject of a Strategic Dialogue with the European Parliament.

All action programmes are subject to a quality support process for which specific internal guidelines have been developed. This process involves two main steps of quality support: a first informal consultation is introduced at the beginning of the formulation phase and is aimed at highlighting major issues of concern at an early stage, thus facilitating the second, more formal, quality support. Both these steps involve NEAR Headquarter units (geographical units, the Centres of Thematic Expertise and other horizontal units) as well as other relevant stakeholders (DEVCO, EEAS, line DGs, etc).

The most frequent issues that emerge in the quality support process relate to:

- Confusion between outputs, outcomes and impact;
- Uneven quality of the narrative (including in the sections related to problems and stakeholders analysis) and log frame matrix (they do not benefit from each other and sometimes are not well connected/linked);
- Too many (or too few) indicators;
- Too many interventions without indicators;
- Too many indicators not measurable and/or lack of baselines, targets, sources of verification;
- Weak indicator wording (target included, etc.);
- Weak monitoring and evaluation arrangements (i.e. indicators defined during planning/programming not reported on; reporting mainly done at activity level).

³https://ec.europa.eu/neighbourhood-enlargement/instruments/national-ipa-coordinators_en

The introduction of sector approach with IPA II Regulation has brought an additional challenge to the programming process, as it requires the development of good quality sector/national strategies by the beneficiaries as a prerequisite to the programming of interventions.

Since the publication of the DG NEAR guidelines on linking planning/programming, monitoring and evaluation several training sessions have been organised in HQ (for regional/multi country programmes, standard projects in bilateral support) and locally for the EU Delegation staff and the national stakeholders (2 rounds of training sessions in each IPA beneficiary and one training session in 9 ENI countries to date). The purpose of these trainings has been to strengthen the wider application of the sector approach to planning and programming and to help participants design interventions that are responsive to real needs, are grounded in sound intervention logics and which are underpinned with robust indicators for managing actions.

Monitoring of the financial assistance is done internally by operational managers in HQ and in EU Delegations for the financial assistance implemented under direct management mode, and by the implementing partners, (such as agency's staff, government's personnel, other donors, non-state actors (private sector companies, NGOs, etc.) in case of indirect management mode.

External monitoring in the practice of the external relations at the Commission is implemented by means of Results Oriented Monitoring (ROM). This has been introduced by the EC to get an independent view on action's performance. External monitors assess performance based on some of the OECD DAC evaluation criteria. The current approach to ROM aims at providing support to EUDs/HQ services in action monitoring and reporting functions and is regulated by a specific Handbook regularly updated by DEVCO⁴. Its focus is presently on high-risk actions.

Beside the ROM review on on-going actions, an end of action results reporting has been introduced for ENI to support EC HQs and Delegations in identifying and checking the most relevant results on their respective actions to report on. Based on this work a first report on EU Results Framework was published in July 2016⁵. A results reporting exercise concerning also the on-going projects is currently under implementation.

Another form of external monitoring is the one foreseen in the framework of budget support operations, when experts are recruited ad hoc in order to monitor the implementation of the reform agenda and typically help the Delegations in assessing the state of implementation of indicators prior to disbursement decisions.

The monitoring of the financial assistance is currently supported by a Management Information System (MIS), which will be integrated gradually in the new Operational Information System (OPSYS). OPSYS is a large-scale business transformation and IT programme, being developed to manage the whole EU external relations (DEVCO, NEAR and FPI) portfolio of interventions.

The capacities of the operational managers in HQ and EU Delegations on monitoring at action and sector level need to be enhanced to be able to one hand ensure monitoring of EU financial assistance and on the other, to provide guidance to implementing partners and beneficiaries/partner countries on how to develop their monitoring systems to serve also the reporting requirements of the EU financial assistance.

The results of the ROM reports could be better used if regular analysis at portfolio level would be carried out at EU Delegation and Headquarters levels. The purpose would be to identify systemic problems affecting globally the implementation of different type of actions/support, in different management modes and in different sectors. These should be further linked to findings from other control measures (like on the spot checks, audits, mid-term evaluations).

As currently the internal capacity to perform such analysis is limited, it is proposed to carry out such work with the support of this contract by launching and performing small-scale studies/analysis on demand using information from ROM, project/programme evaluations, audits

⁴https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/news_corner/monitoring-and-evaluation/20160817-rom-handbook.pdf

⁵https://ec.europa.eu/europeaid/devcos-results-framework_en

etc. to withdraw meaningful lessons to be learned at higher levels (e.g. sector, country portfolio, aid modality) on a regular basis. This work will be supported by the use of the ROM and EVAL modules and by OPSYS, once it is operational.

The operational units of DG NEAR and EU Delegations carry out on a regular basis evaluations at project/programme level, and exceptionally sector/thematic evaluations. On average, 80 evaluations of this kind are performed per year. DG NEAR unit A4 MFF, programming and evaluation launches strategic evaluations⁶ to assess EU support, over a significant time period, looking at specific sectors/themes, country support, aid modalities, financial instruments. These evaluations should help understand why, in a specific context, the policy dialogue and financial assistance have been successful or not, and provide recommendations to decision-makers for the future programming and implementation.

There is a need to increase the number of project/programme evaluations launched by the HQ operational/geographical units and EU Delegations to allow for strategic evaluations to have a larger basis of information and evidence for their assessments. The quality of the project/programme evaluations needs also to be enhanced.

Since September 2016, DG NEAR operational units and EU Delegations have to use a dedicated IT tool EVAL module (e-Evaluation Tool & Library) for planning and managing project/programme evaluations, country sector level, budget support or thematic evaluations.

The advantages of the EVAL module are that it is a tool integrated into existing and future IT applications (CRIS, ROM module, OPSYS), it is meant to provide enhanced information and knowledge management (central repository, improved data quality), it is built on an easier workflow management (single framework for EUDs and EC HQ) and is meant to lead to improved quality and supervision of project/programme evaluations (through embedded methodological guidance in the module and easier supervision).

In spite of the above-mentioned advantages, the use of this IT module remains relatively low, but improving constantly. There is a need to follow closely the use of the module and provide support to colleagues from both a methodological and technical point of view.

With the purpose to support the monitoring and evaluation work carried out by the operational and horizontal/thematic units in HQs and EUDs and the dissemination and follow up of the results of ROM missions and evaluation work, DG NEAR evaluation unit has set up a Monitoring and Evaluation (M&E) Correspondents network in 2016. The network comprises focal points for monitoring (ROM) and evaluation in DG NEAR HQ and EU Delegations. Since 2017, representatives of the NIPACs with monitoring and evaluation responsibilities have been associated to the network. The M&E Correspondents network meets on an annual basis to exchange information on different topics and practices related to monitoring and evaluation. For the network to evolve and interact more regularly outside the annual meetings there is a need to take further steps, which have been outlined at the last meeting, held in November 2017, such as providing support in improving the quality of evaluations, carrying out regular assessments of the quality of different evaluation outputs on a sample basis, training activities on monitoring and evaluation methodologies and continue to promote the use of the guidelines.

1.5. Related programmes and other donor activities

The Regional School of Public Administration⁷ (ReSPA) is an international organisation, which has been entrusted with the mission of boosting regional cooperation in the field of public administration in the Western Balkans. ReSPA seeks to achieve this mission through the organisation and delivery of training activities, high-level conferences, networking events and publications, the overall objectives of which are to transfer new knowledge and skills as well as to

⁶https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/near_multinannual_strategic_evaluation_plan_2018-2022_01122017.pdf

⁷<https://www.respaweb.eu/home>

facilitate the exchange of experiences both within the region and between the region and the EU Member States.

SIGMA (Support for Improvement in Governance and Management)⁸ is a joint initiative of the OECD and the European Union. Its key objective is to strengthen the foundations for improved public governance, and hence support socio-economic development through building the capacities of the public sector, enhancing horizontal governance and improving the design and implementation of public administration reforms, including proper prioritisation, sequencing and budgeting.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

The overall objective of the project is to support DG NEAR to strengthen the linkages between the planning/programming, monitoring and evaluation of EU support (policy dialogue and financial assistance) in the context of the neighbourhood and enlargement policies.

2.2. Purpose

The purposes of this contract are as follows:

- to provide methodological support to DG NEAR staff and implementing partners for the design of strategic documents (e.g. indicative strategy papers, single support frameworks, sector planning documents), and of programming documents e.g. action documents, annual action programmes) in particular the elaboration of context analysis, definition of problems, the elaboration of intervention logic diagrams, and the definition of relevant indicators;
- to provide methodological support to DG NEAR staff and implementing partners for the design of monitoring and evaluation systems/arrangements at sector/policy/action levels and the implementation of the monitoring activities and evaluations of EU support;
- to promote a monitoring, evaluation and learning culture within the DG and in the partner countries/beneficiaries.

2.3. Results to be achieved by the Contractor

- the quality of the design of programming documents is improved;
- the number of staff with programming, monitoring and evaluation expertise is increased;
- the coordination of the evaluation function and overall supervision of the evaluation activities across DG NEAR (HQ and EU Delegations) is strengthened;
- the use of knowledge generated by ROM and by evaluations in DG NEAR decision making is facilitated;
- the knowledge sharing and learning culture in DG NEAR is strengthened.

3. ASSUMPTIONS & RISKS

3.1. Assumptions underlying the project

The main assumption underpinning this contract is that over the next two years DG NEAR will continue to proactively promote its transformation into a learning organisation, recognising the importance of linking planning/programming with monitoring and evaluation, and thereby providing an appropriate environment for the implementation of this assignment to be effective.

⁸<http://sigmaweb.org/about/>

3.2. Risks

The main risks associated to the implementation of this project are:

- Workload affects negatively the involvement of different stakeholders in the activities of the project
- Discontinuity of support due to reorganisations and staff changes

4. SCOPE OF THE WORK

4.1. General

4.1.1. Project description

The project will deliver a number of services which, together aim to reinforce the quality of programming, monitoring and evaluation processes within DG NEAR.

4.1.2. Geographical area to be covered

DG NEAR headquarters, EU Delegations and enlargement and neighbourhood regions

4.1.3. Target groups

DG NEAR headquarters (e.g. geographical units, centres of thematic expertise, other horizontal units) and EU Delegations staff involved in the identification and formulation, the quality review and implementation of actions, the staff nominated as monitoring and evaluation correspondents, the staff of implementing partners, and the staff of national authorities in enlargement and neighbourhood beneficiaries involved in the coordination/implementation of EU support.

4.2. Specific work

In order to meet the project objective the Contractor will provide support in the following areas:

1. Capacity building on linking planning/programming, monitoring and evaluation of DG NEAR and EU Delegations staff, as well as national counterparts and implementing partners;
2. Advisory service for thematic/project/programme/country/budget support evaluations
3. Support to strengthen the knowledge sharing and learning culture within DG NEAR and in the partner countries/beneficiaries

4.2.1 Capacity building on linking planning/programming, monitoring and evaluation

Under this service, the Contractor will design and implement capacity-building activities on linking planning/programming, monitoring and evaluation for DG NEAR and EU Delegations staff as well as national counterparts and implementing partners. The main tasks to be carried out are the following:

- Develop an on-line general course (in English and French) on the key concepts emerging from DG NEAR guidelines: e.g. results based management, theory of change, theory of action, context analysis and cross cutting issues, intervention logic (diagram), results chain, risks and assumptions, indicators, data collection, control tools, evaluation criteria, evaluation matrix;
- Design and implement specific training workshops/courses/coaching sessions (in English and/or French) in Brussels and the enlargement and neighbourhood regions on different topics related to DG NEAR guidelines on linking planning/programming, monitoring and evaluation, including results based management, theory of change and theory of action, the development of intervention logic diagrams and matrix, definition of indicators, description of monitoring and evaluation arrangements and design of evaluations; (*estimation per year +/-20 training workshops and +/- 50 coaching activities for standard/budget support operations*))

- Evaluate the capacity building activities, identify weaknesses and strengths, draw lessons learned and propose improvements for the implementation of this component, on a regular basis.

To facilitate the implementation of this task, a needs assessment will be carried out before the beginning of the each programming cycle to determine the specific demand for capacity building activities. Priority will be given to capacity building activities supporting the annual programming exercises, the uptake of sector approach and building monitoring and evaluation systems. The training course/workshop/coaching activity duration and content will be adjusted to fit the specific needs of the operational unit/EU Delegation demanding the support; a balanced coverage of the different operational units and EU Delegations needs will be ensured to the extent possible in the provision of this service.

The training curricula designed under this contract will complement the general training curricula of the EC and DG DEVCO on programming, monitoring and evaluation and offer specific/tailor made trainings for DG NEAR portfolio of financial support.

The Contractor will carry out the above tasks in close collaboration with the programming, budget support and monitoring and evaluation teams of DG NEAR unit A4 as well as with DG NEAR unit A3 Centre of Thematic Expertise (CoTE) on Public Administration Reform team. The Contractor will ensure synergy with the work carried out by ReSPA and SIGMA.

The Contractor will keep detailed records of the services provided under this component, identify common and specific weaknesses and strengths, identify lessons learned and propose measures for improvement in the implementation of this type of service.

4.2.2 Advisory service for evaluations

The Contractor will provide methodological support on the design and implementation of evaluations to DG NEAR operational units, EU Delegations and where relevant, implementing partners. In particular, the Contractor will respond to ad hoc requests of support/queries on approaches and methods in evaluation based on DG NEAR guidelines on linking planning/programming, monitoring and evaluation. The main tasks to be performed by key/non key experts will be to:

- Provide advice on demand for improving the quality of evaluation processes, procedures and tools, including but not exclusive to: reviewing terms of references and evaluation reports; (*estimation per year +/-30 evaluations.*)
- On demand assess the quality of the TORs and inception/final reports of a sample of closed evaluations carried out by DG NEAR operational units and EU Delegations with a view to identify strengths and weaknesses and draw lessons for improvement. (*estimation per year +/-15 evaluations*). This task may lead to the development of specific guidance notes complementing DG NEAR guidelines, the revision of different templates, and the identification of capacity building actions.
- Provide assistance in the use of EVAL module: support to the preparation of annual evaluation plans by DG NEAR operational units and EU Delegations; follow up on the implementation of the planned evaluations once encoded in the EVAL module by the EU Delegations (*estimation +/-80 per year*) with a view to spot idle evaluations in the module, plan and implement advisory support activities; collection of related available documents from the EU Delegations concerning the backlog of past evaluations for the period 01.01.2015 -30.06.2017 (*estimation +/-200*); quality check of the documents, formatting and encoding/uploading in the EVAL module.

The Contractor will carry out the above tasks in collaboration and under the direct supervision of the evaluation team of DG NEAR unit A4. The Contractor will keep detailed records of the services provided under this component, identify common and specific weaknesses and strengths in the quality of evaluations/evaluation processes, identify lessons learned and propose measures for improvement and capacity building.

4.2.3 Support to strengthen knowledge sharing and learning culture in DG NEAR and in the partner countries/beneficiaries

Under this service, the Contractor will assist the monitoring and evaluation team of DG NEAR unit A4 and the monitoring and evaluation correspondents in DG NEAR operational units and EU Delegations to improve the knowledge sharing on programming, monitoring and evaluation and the dissemination and use of the results of ROM and evaluations carried out.

- Develop a wiki page for DG NEAR guidelines linking planning/programming, monitoring and evaluation with a repository of relevant templates, notes, presentations for DG NEAR intranet;
- Support the collection and sharing of good practices and experiences on monitoring and evaluation among DG NEAR operational units, CoTEs, EU Delegations, implementing partners, DG DEVCO, other EC services, EEAS and other donors; perform a mapping of processes, practices and tools used by EU Delegations for internal monitoring; promote awareness of innovative monitoring and evaluation practices among NEAR monitoring and evaluation correspondents; (through e.g. workshops, talks, preparation of statistical reports, summary papers and conclusions)
- Support the work of the Monitoring and Evaluation Correspondents network, including for the organisation of its annual meeting;
- On demand perform different studies/internal evaluations making use also of the data available through ROM reports (ROM module) and project/programme evaluations (EVAL module) to enhance the learning practices within DG NEAR on programming, monitoring and evaluation (*estimation +/- 2 per year*).

The Contractor will keep detailed records of the services provided under this component, identify common and specific weaknesses and strengths, identify lessons learned and propose measures for improvement in the implementation of this type of services.

The Contractor shall ensure the capitalisation and sharing of knowledge related to the implementation of this project. It concerns observations of technical and pedagogical value, which are interesting for other professionals, and which do not infringe the obligations of Article 14 of the General Conditions of the Contract. For sharing such information, the Contractor shall use the capacity4dev.eu web platform

4.3. Project management

4.3.1. Responsible body

The contracting authority for this contract is the European Commission, the Directorate General for Neighbourhood and Enlargement Negotiations (DG NEAR). A project manager from DG NEAR unit A4 MFF, programming and evaluation will be designated as the person responsible for the management of this contract.

4.3.2. Management structure

The Contractor shall work under the close supervision of the project manager appointed by the Contracting Authority.

A Project Steering Committee (PSC) chaired by the European Commission shall oversee the implementation of this project. The Project Steering Committee will meet at least twice per year to discuss the strategic orientations of the project, agree on the training plan, assess the progress in the implementation of the project, review specific deliverables, and agree on the work plan for the following period. According to the needs, monthly or bimonthly meetings will be organised by the Contractor with the Project manager to monitor progress. The Contractor will be in charge of organising coordination meetings with the key experts and the project manager on a regular basis.

The Contracting Authority may decide to appoint “Task coordinators” to support the Project Manager in supervising the work of the Contractor within the above-mentioned specific tasks.

During the inception phase, the Contractor will organise with the support of the Project manager a kick off meeting with the members of the PSC, followed by meetings with different stakeholders to reach a full understanding of the context, practices, needs and challenges relevant to the implementation of this project. The Contractor will agree with the Contracting Authority as part of the work plan, the time availability, the workload and the outputs expected for each expert in order to ensure an efficient and effective delivery of the services. The inception report, interim as well as final reports will be discussed with the PSC prior to their approval by the Contracting Authority.

5. LOGISTICS AND TIMING

5.1. Location

The operational base of the project will be in Brussels. The Contractor is expected to suggest a location for the office, which may also be one of its existing offices, ideally close to DG NEAR premises (Rue de la Loi 15). The key experts will operate from the Brussels based office, having all the necessary office facilities and support staff. The office will be functional within four weeks from the contract start date. No staff of the Contractor will be based inside EC buildings. Non-key experts may work from home, but must be available to travel to Brussels at short notice and may be required to spend few days in Brussels. As needed, key and non-key experts may be involved in the delivery of capacity building activities in Brussels and in the enlargement and neighbourhood regions.

5.2. Start date & period of implementation

The start date is the 1st day of the month or the 16th day of the month following the signature of the contract. The intended start date is 16.01.2019 and the period of implementation of the contract will be 24 months from this date. Please see Articles 19.1 and 19.2 of the Special Conditions for the actual start date and period of implementation.

6. REQUIREMENTS

6.1. Staff

Note that civil servants and other staff of the public administration, of the partner country or of international/regional organisations based in the country, shall only be approved to work as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well as proof that the expert is seconded or on personal leave.

The exact composition and organisation of the team is to be proposed and explained in the offer as part of the Organisation and Methodology (Annex III). It is expected that the team is composed of maximum 2 full time and 2 part time key experts supported by non-key (short terms) experts.

For the purpose of this contract, a full time basis is 220 working days over 12 months.

The experts required for the implementation of this contract will be classified under three categories: a) senior, b) medium, c) junior.

Minimum requirements to be fulfilled per category of experts:

- a) Senior:
 - At least Master Degree level or alternatively relevant professional experience of minimum 12 years.
 - At least 10 years of relevant experience in the field required by the specific assignment.
- b) Medium:
 - At least Master Degree level or alternatively relevant professional experience of minimum 7 years.
 - At least 5 years of relevant experience in the field required for the specific assignment.

c) Junior:

- At least level of education corresponding to at least 3 years' completed university studies relevant to the duties and attested by a diploma or alternatively relevant professional experience of minimum 5 years.
- At least 3 years of relevant experience in the field required for the specific assignment.

6.1.1. Key experts

The Key experts ensure sufficient presence in the project office throughout the whole duration of the project.

The Team Leader will develop close collaborative links with the Contracting Authority for the inception phase and implementation of the project.

Key experts have a crucial role in implementing the contract. All experts must be independent and free from conflicts of interest in the responsibilities accorded to them. These terms of reference contain the required key experts' profiles. The tenderer shall submit CVs and Statements of Exclusivity and Availability for the following key experts:

Key expert 1: Team Leader

The team leader will be responsible for the management of the assignment and overall coordination of the implementation of all tasks with the support of the key experts. In addition, he/she is expected to be directly involved in the implementation of the specific tasks under 4.2.1 and 4.2.3 together with other key and non-key experts. This position is a full time position (220 man-days/year).

Qualifications and skills	<ul style="list-style-type: none"> • At least Master Degree level (preferably in law, social sciences and research, development, economics and international relations) or alternatively relevant professional experience of minimum 12 years. • Ability to operate either in English or French languages at C2 level for understanding, speaking and writing skills according to the Common European Framework of Reference for Languages⁹ as demonstrated by certificate or by past relevant experience. • Excellent communication and analytical skills demonstrated by experience.
General professional experience	<ul style="list-style-type: none"> • At least 10 years of experience in development/international cooperation with a minimum of 8 years of experience as team leader preferably of a mixed team of long and short-term experts.
Specific professional experience	<ul style="list-style-type: none"> • At least 6 years of experience in results based approaches, programming, monitoring and/or evaluation in development/international cooperation. • Demonstrated dynamic, up-to-date knowledge of programming and monitoring/evaluation methods and practice, team management and organisational skills.
Asset	<ul style="list-style-type: none"> • Experience in the enlargement and neighbourhood region.

⁹<https://www.coe.int/en/web/common-european-framework-reference-languages/table-1-cefr-3.3-common-reference-levels-global-scale>

Key expert 2: Senior monitoring expert

He/she would be a senior expert and will support the team leader, replace him/her in case of absence, and be responsible in particular for overseeing and implementing the tasks related to 4.2.1 and 4.2.3 together with the rest of the key experts.

Qualifications and skills	<ul style="list-style-type: none">• At least Master Degree level (preferably in law, social sciences and research, development, economics and international relations) or alternatively relevant professional experience of minimum 12 years.• Ability to operate either in English or French languages at C2 level for understanding, speaking and writing skills according to the Common European Framework of Reference for Languages, as demonstrated by certificate or by past relevant experience.• Excellent communication and analytical skills demonstrated by past professional experience.
General professional experience	<ul style="list-style-type: none">• At least 10 years relevant professional experience in monitoring (including result oriented monitoring) of projects, programmes (including budget support operations) and/or policies.
Specific professional experience	<ul style="list-style-type: none">• At least 3 years of practical experience of delivering training courses to public sector institutions on project/programme programming, monitoring and/or evaluation.
Asset	<ul style="list-style-type: none">• Experience in supporting the development of monitoring systems at sector/policy levels.

Key expert 3: Senior evaluation expert

He/she would be a senior expert and will support the team leader, replace him/her in case of absence, and be responsible in particular for overseeing and implementing the tasks related to 4.2.2. The senior expert will also contribute to the implementation of the tasks related to 4.2.1 and 4.2.3 together with the rest of the key and non-key experts.

Qualifications and skills	<ul style="list-style-type: none">• At least Master Degree level (preferably in law, social sciences and research, development, economics and international relations) or alternatively relevant professional experience of minimum 12 years.• Ability to operate either in English or French languages at C2 level (for understanding, speaking and writing skills according to the Common European Framework of Reference for Languages as demonstrated by certificate or by past relevant experience.• Excellent communication and analytical skills demonstrated by past professional experience.
General professional experience	<ul style="list-style-type: none">• At least 10 years relevant professional experience in performing complex evaluations at sector/strategy/policy levels including budget support operations in development cooperation.
Specific professional experience	<ul style="list-style-type: none">• At least 3 years of practical experience of delivering training courses to public sector institutions on conducting evaluations.• Demonstrated experience of using different evaluation methods and tools and knowledge of resources, relevant networks, centres of research/progress in evidence building.
Asset	<ul style="list-style-type: none">• Experience in gender mainstreaming related to his/her area of expertise.

Key expert 4: Medium expert (knowledge sharing and network)

He/she would be a medium expert and will support the team leader in overseeing and implementing the tasks related to 4.2.1 and 4.2.3.

Qualifications and skills	<ul style="list-style-type: none">• At least Master Degree level (preferably in law, social sciences and research, development, economics and international relations) or alternatively relevant professional experience of minimum 7 years.• Ability to operate in both English or French languages at C2 level for understanding, speaking and writing skills according to the Common European Framework of Reference for Languages, as demonstrated by certificate or by past relevant experience.• Excellent communication and analytical skills demonstrated by past relevant experience.
General professional experience	<ul style="list-style-type: none">• At least 7 years relevant professional experience in the specific field of adult training and the management and the development or support to knowledge sharing tools, methodologies and trainings.
Specific professional experience	<ul style="list-style-type: none">• At least 5 years of practical experience of designing and delivering training courses for development cooperation.• Experience in use of web applications, infographics, social media and data collection and analysis for evaluation/research purposes (Access, Excel).

The minimum requirements for the team of key experts as a whole are:

Professional experience	<ul style="list-style-type: none">• At least two of the key experts have each at least 5 years' experience in one or more of the following sectors: public financial management, public administration, rule of law and fundamental rights, economic governance, competitiveness, transport, environment, energy, education, employment and social policies, agriculture and rural development, regional cooperation.• At least two of the experts have each at least 3 years of professional experience in the Neighbourhood and Enlargement regions.
Languages	<ul style="list-style-type: none">• Fluency in English for all experts and French at least by two of the key experts.

6.1.2. Non-key experts

The team of key experts will be supported in the implementation of the tasks listed in section 4 by non-key experts, depending on the specific needs and requests that will arise in the course of the implementation of this contract. Their fees are defined in the budget in working days, depending if they are senior, medium, or junior experts.

The profiles of the non-key experts for this contract are as follows:

- **Data research and analysis experts:** they will support the implementation of tasks under activities 4.2.1, 4.2.2 and 4.2.3
 - **Minimum requirements:** at least 3 (junior) years of professional experience in international cooperation, in data collection and research, statistical data management and analysis in the framework of studies/monitoring/evaluation. The experts must have excellent computer skills (MS Office), knowledge of IT tools and databases. The

experts support the team leader as well as the other key and non-key experts in data research/collection and analysis. The experts supervise encoding of data and uploading of reports in the Contractor's internal and DG NEAR's information management tools.

- **Programming experts:** they will support the implementation of tasks under activities 4.2.1 and 4.2.3
 - **Minimum requirements:** at least 3 (junior) /7 (medium) /10 (senior) years of professional experience in the design of projects / programmes including intervention logic frameworks (context analysis, stakeholders analysis, theory of change and theory of action, identification of assumptions and risks, definition of indicators with baseline and targets) notably in external assistance; application of sector approach in IPA II beneficiaries and ENI countries in the sectoral fields covered by the implementation of external financing instruments of the EU which were implemented during the reference period 2013-2018.

- **Monitoring experts:** they will support the implementation of tasks under activities 4.2.1 and 4.2.3
 - **Minimum requirements:** at least 3 (junior) /7 (medium) /10 (senior) years of professional experience in monitoring methodologies (including result oriented monitoring), notably for external aid standard project/programmes and budget support operations, including synthetic analysis of results, elements of quality control and consistency of reporting; design of monitoring, and learning tools in the sectoral fields covered by the implementation of external financing instruments of the EU which were implemented during the reference period 2013-2018.

- **Evaluation experts:** they will support the implementation of tasks under activities 4.2.1 and 4.2.2
 - **Minimum requirements:** at least 3 (junior) /7 (medium) /10 (senior) years of professional experience in evaluation methodologies, notably for external aid standard project/programmes and budget support operations, including synthetic analysis of results, elements of quality control and consistency of reporting; design of evaluation and learning tools in the sectoral fields covered by the implementation of external financing instruments of the EU which were implemented during the reference period 2013-2018.

- **Training experts:** they will support the implementation of tasks under activities 4.2.1
 - **Minimum requirements:** at least 3 (junior) /7 (medium) /10 (senior) years of professional experience in design and implementation of training courses on project/programme and budget support operations programming, monitoring and evaluation, including online supported courses (e.g. webinars, online courses).

- **Experts in a range of technical support areas:** they will support the implementation of tasks under activities 4.2.1, 4.2.2 and 4.2.3
 - **Minimum requirements:** at least 3 (junior) /7 (medium) /10 (senior) years of professional experience in areas such as communication, multimedia content production, web application, data management, editing, small event management.

CVs for non-key experts should not be submitted in the tender but the tenderer will have to demonstrate in their offer that they have access to experts with the required profiles.

The Contractor must select and hire non-key experts as required according to the profiles identified in the Organisation & Methodology and these Terms of Reference. It must clearly indicate the experts' profile so that the applicable daily fee rate in the budget breakdown is clear.

The selection procedures used by the Contractor to select these non-key experts must be transparent, and must be based on pre-defined criteria, including professional qualifications, language skills and work experience. The findings of the selection panel must be recorded.

The selected non-key experts must be subject to approval by the Contracting Authority before the start of their implementation of tasks. The Contractor must provide at least three different CVs for each position opening. The Contracting Authority's prior approval will be based on the examination of the CV, its appropriateness with the TORs requirements and specific tasks to be implemented.

When needed, the review of the CV will be accompanied by an interview and/or practical test. In the event of rejection, the Contractor must propose another expert with the required qualifications within 15 calendar days from the request notice.

All non-key experts must be independent and free from conflicts of interest in the responsibilities they take on.

The Contractor will brief all non-key experts prior to them taking up their assignments on issues related to EC recent practices in the working areas, the status of the implementation of the project and relevant specific tasks, and provide them with any other information/document relevant for the implementation of the specific task.

6.1.3. Support staff & backstopping

The Contractor will provide support facilities to their team of experts (back-stopping) during the implementation of the contract.

Backstopping and support staff costs must be included in the fee rates and include: quality control of the project deliverables, administrative management of the project office, accounting, computer management, secretarial support, documentation, translation (except communication materials), editing, logistics support for project experts, maintenance, car driving.

6.2. Office accommodation

Office accommodation of a reasonable standard and of approximately 10 square metres for each expert working on the contract is to be provided by the Contractor. The costs of the office accommodation are to be covered by the fee rates.

6.3. Facilities to be provided by the Contractor

The Contractor must ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

6.4. Equipment

No equipment is to be purchased on behalf of the Contracting Authority as part of this service contract or transferred to the Contracting Authority at the end of this contract. Any equipment related to this contract that is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

6.5. Incidental expenditure

The provision for incidental expenditure covers ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs that should be covered by the Contractor as part of its fee rates, as defined above. Its use is governed by the provisions in the General Conditions and the notes in Annex V to the Contract. It covers:

- Travel costs (including visa costs) and subsistence allowances for expert missions, outside the normal place of posting, undertaken as part of this contract. If applicable, indicate whether the provision includes costs for environmental measures, for example CO2 offsetting;
- Costs associated with the organisation of meetings, trainings, workshops, coaching sessions etc., in particular travel, visa and accommodation costs for sponsored participants, catering, room rental and related equipment, printing costs for the supporting materials, promotional material (e.g. USB, pens, folders etc.);
- Costs related to interpretation during trainings, workshops and translation of specific project deliverables, as needed (e.g. training materials);
- Other costs to be agreed upon with the Contracting Authority on a case by case basis.

The provision for incidental expenditure for this contract is EUR 280.000. This amount must be included unchanged in the Budget breakdown.

Daily subsistence costs may be reimbursed for missions foreseen in these terms of reference or approved by the Contracting Authority, and carried out by the contractor's authorised experts, outside the expert's normal place of posting.

The per diem is a flat-rate maximum sum covering daily subsistence costs. These include accommodation, meals, tips and local travel, including travel to and from the airport. Taxi fares are therefore covered by the per diem. Per diem are payable on the basis of the number of hours spent on the mission by the contractor's authorised experts for missions carried out outside the expert's normal place of posting. The per diem is payable if the duration of the mission is 12 hours or more. The per diem may be paid in half or in full, with 12 hours = 50% of the per diem rate and 24 hours = 100% of the per diem rate. Any subsistence allowances to be paid for missions undertaken as part of this contract must not exceed the per diem rates published on the website - http://ec.europa.eu/europeaid/funding/about-calls-tender/procedures-and-practical-guide-prag/diems_en - at the start of each such mission.

Prior authorisation by the Contracting Authority for the use of the incidental expenditure is not needed with the following exceptions:

- for a given activity, the incidental budget exceeds EUR 10.000,--
- when the contract value for the service that is sub-contracted exceeds EUR 5.000,--

6.6. Lump sums

No lump sums are foreseen in this contract.

6.7. Expenditure verification

The provision for expenditure verification covers the fees of the auditor charged with verifying the expenditure of this contract in order to proceed with the payment of any pre-financing instalments and/or interim payments.

The provision for expenditure verification for this contract is EUR 20.000. This amount must be included unchanged in the Budget breakdown.

This provision cannot be decreased but can be increased during execution of the contract.

7. REPORTS

7.1. Reporting requirements

Please see Article 26 of the General Conditions.

The first deliverable will be the inception report which will comprise a detailed work plan for the first year of operation, a training plan for the first year of operation and an indicative work plan for the entire contract duration (2 years). The inception report will also include an updated Organisational plan (specifying quantity of the ad hoc support required for the first year), an updated methodological approach (as needed), supported by related budget and a quality control and monitoring plan. The inception report will be developed following consultations with relevant stakeholders and discussions with the Project Steering Committee.

The inception report will be finalised by the end of the first quarter and approved by the Contracting Authority.

Interim reports must be prepared every six months during the period of implementation of the tasks in two hard copies. They must be provided along with the corresponding invoice, the financial report and an expenditure verification report defined in Article 28 of the General Conditions.

The interim progress reports will be no longer than 20 pages without annexes and include information about the progress in implementation of the activities and outputs in line with the work plan, a critical analysis of the activities conducted under each service as per Section 4.2 of these Terms of Reference with indication of progress towards target and the outputs produced; and an updated version of the annual work plan.

There must be a final report, a final invoice and the financial report accompanied by an expenditure verification report at the end of the period of implementation of the tasks.

The draft final report must be submitted at least one month before the end of the period of implementation of the tasks. Note that these interim and final reports are additional to any required in Section 4.2 of these Terms of Reference. The final report will be approved by the Contract Authority after consultation of the Project Steering Committee. The final report should not be longer than 60 pages excluding the annexes. Upon approval, the Contractor will provide the Contracting Authority with three hard copies and an electronic version.

Each report must consist of a narrative section and a financial section. The financial section must contain details of the time inputs of the experts, incidental expenditure and expenditure verification.

To summarise, in addition to any documents, reports and output specified under the tasks and responsibilities of each key expert above, the Contractor shall provide the following reports:

Name of report	Content	Time of submission
Inception Report	Analysis of existing situation and work plan for the project.	No later than 3 months after the start of implementation period.
6-month Progress Report	Short description of progress (technical and financial) including problems encountered; planned work for the next 6 months accompanied by an invoice and the expenditure verification report.	No later than 1 month after the end of each 6-month implementation period.
Draft Final Report	Short description of achievements including problems encountered and recommendations.	No later than 1 month before the end of the implementation period.
Final Report	Short description of achievements including problems encountered and recommendations; a final invoice and the financial report accompanied by the expenditure verification report.	Within 1 month of receiving comments on the draft final report from the Project Manager identified in the contract.

7.2. Submission & approval of reports

Electronic copies of the reports referred to above must be submitted to the Project Manager identified in the contract prior to approval. The reports must be written in English. The Project Manager is responsible for approving the reports following consultation of the Project Steering Committee.

8. MONITORING AND EVALUATION

8.1. Definition of indicators

The Contractor will define specific performance indicators to provide valid, useful, practical and comparable measures of progress towards achieving the expected results. These can be quantitative measures of quantity, including statistical statements; and or qualitative judgments and perception derived from subjective analysis. Whilst a draft monitoring and evaluation plan will be part of the offer submission, it is expected that a detailed monitoring and evaluation plan will be developed during the inception phase and be part of the inception report. The monitoring and evaluation plan will be approved by the Contracting Authority and updated every six months as integral part of the reporting duties.

It will describe the monitoring arrangements of the overall contract including qualitative and quantitative indicators and a systematic and robust approach to measure the success and monitor the quantity and quality of services delivered and the quality and effectiveness of the key and non-key experts' work.

The monitoring system should also allow for easy access to learning products from studies/evaluations for the decisions-making process and to promote innovative evaluation/learning practice.

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