



Annex 2
TERMS OF REFERENCE
Project Final Evaluation

Project Title	Fostering Co-operation on Water Management among the Palestinian Israeli, and Jordanian Water Authorities
Project reference number	Pal10-86815
Project budget	EURO 1,000,000
Project Donor	EU
Project duration	Four Years
Execution Agency	UNDP/PAPP
Project Counterpart	Palestinian Water Authority

1. Background:

Bilateral and multilateral peace talks between Israel, Jordan and the Palestinian Authority led to the creation of the multilateral Working Group on Water Resources (WGWR) in 1992. In 1994, the group established the EXecutive ACTION Team (EXACT) to assist in its coordination and endorsed the Water data Bank Programme that received EU support since 1995. The USA has been the gavel-holder of this forum since its creation.

On 20 December 2013, a contribution agreement was signed between UNDP and the European Union for the implementation of the project entitled: ***Fostering Co-operation on Water Management among the Palestinian, Israeli, and Jordanian Water Authorities.***

This project is the fifth project funded by the EU in the framework of the WGWR/EXACT initiative. It focuses on the identification and quantification of climate effects on water resources in the Core Parties territories.

The Intergovernmental Panel on Climate Change Fourth Assessment Report (IPCC AR-4) indicated a precipitation decrease in the Mediterranean area for a future warmer climate. Several regional climate projections were made for the 21st century for the Eastern Mediterranean area. However, those models are still relatively coarse in terms of spatial resolution. Several factors imply the need for a high-resolution model including: (i) the Core Parties are in areas with very diverse climates including arid, semi-arid and Mediterranean climates: (ii) precipitation in the sub-region is highly variable spatially and temporally, (iii) the need to take into consideration the topography, soil, water resources, and land use for reliable climate modelling and water resources quantification.

The three EXACT core parties agreed to cooperate on a project that will focus on the impacts of climate change on water resources in pilot sites selected by each of the core parties in Israel, Palestine and Jordan.

1. Project results

Throughout the project the following results were achieved:

- Quantitative data on current and future water availability scenarios were collected and generated in the sub-region of the Core Parties on the basis of existing hydro-climatic models and hydrological and hydro-geological data from the Core Parties
- Improved expertise of the Core Parties in the field of high-resolution hydro-climatic models



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- Identified remedial/mitigation actions on the basis of joint discussions on the implications of future water availability

To this end, UNDP/PAPP seeks the services of an external consulting firm to carry out the project final evaluation in accordance with the below scope of work.

2. Purpose of Evaluation

The purpose of the evaluation is to assess the performance of the project and to measure to what extent the objective/outputs/activities have been achieved against the results and resources framework, and identifying factors that have hindered or facilitated the success of the project. It aims at critically reviewing the stages of the project and its products through employing a participatory approach. Focus as much as possible on the strategic regional aspects of the programme, the sustainability of dynamics generated among partners, commitments for the future

3. Scope of the evaluation

The consulting firm assigned staff shall employ the following evaluation criteria in carrying out his/her assignment: relevance, effectiveness, efficiency, timeliness and sustainability and shall focus on the following aspects in carrying out his/her assignment: A) project objective/outputs, B) processes, C) sustainability of results, D) monitoring and evaluation, and E) conclusions, recommendations and lessons learned. If the project has gender dimension, it should also be addressed clearly. For each aspect, a wide array of factors will be considered, including but not limited to:

A) Project objective/outputs

i. Objective, Output, Activities

- Effectiveness and efficiency of project activities
- Progress in the achievement of outcomes/outputs, measured against the baselines and indicators set at the outset of the project.

B) Processes

i. Institutional arrangement

- Formulation and implementation stages.
- Consultative processes.
- Assumptions and risks.
- Sustainability of results.

ii. Partnerships

- Assessment of level of involvement and perception of partners.
- Assessment of collaboration level among relevant stakeholders.

iii. Processes and Administration

- Project administration procedures
- Milestones
- Key decision and outputs.
- Project oversight and active engagement by UNDP and the project steering committee.
- Coordination between UNDP and partners.

iv. Disbursements

- Overview of actual spending against budget expectations.



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- *Analyze disbursements to determine if funds have been applied effectively and efficiently.*
- v. *Budget procedures*
 - *Effectiveness of project document to provide adequate guidance on how to allocate the budget.*
 - *Audits and any issues raised in audit and subsequent adjustments to accommodate review recommendations.*
 - *Review budget revisions and provide an opinion on the appropriateness and relevancy of such revisions.*
- vi. *Coordination mechanisms*
 - *Appropriateness an efficiency of coordinating mechanisms and approaches.*
 - *Propose improved coordination mechanisms and approaches.*

C) Sustainability of Results

- *Identify evidence showing that the results/lessons of project could be replicated to other areas*
- *Analyze risk to ensuring sustainability of the project outcomes and results (i.e country ownership, financial, institutional capacity).*

D) Monitoring and Evaluation

- *Identify problems/constraints, which impacted on successful delivery of the project identified at the project design stage.*
- *Identify threats/risks to project success that emerged during implementation and strategies implemented to overcome these threats/risks.*

E) Conclusion, lessons learned

- *Assess substantive reports (e.g. risk assessment, progress reports, lessons learned documents)*
- *Identify key lessons emerging.*
- *Identify element hindering or promoting success.*

4. Deliverables

The consulting firm shall deliver the following documents:

- *An inception report is to be submitted two week after signing the contract. The inception report should include overall strategies, actions and timeline, work plan of the evaluation.*
- *Draft evaluation report should be submitted six weeks after signing the contract. It should include a detailed recommendations and lessons learned component and a list of all people interviewed in annex.*
- *Briefing for the project team and management support unit by week# 7.*
- *Final evaluation report will be submitted one week after receiving the comments from UNDP/PAPP and the project counterparts on the draft evaluation report.*

5. Methodology/Approach of the Evaluation

The consulting firm shall undertake the evaluation through the following 3 main steps:



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- 1) Review of documentation in the project file (home- based). A list of the project documents are included in Annex #1.
 - 2) Interviews in the field with stakeholders from the three countries (Palestine, Israel and Jordan). A list of stakeholders is included in Annex #2.
 - 3) Follow- up inquiries by phone/email/Skype and develop final products (home-based).
- Before the mission, the consulting firm shall coordinate closely with project manager and UNDP/PAPP office to get necessary documents for home based desk review and schedule mission appointments.
The evaluation shall be conducted in a participatory manner through a combination of processes and lead by an **International consultant and supported by a national consultant.**

6. Duration of the assignment

The consulting firm is expected to complete the assignment in 8 weeks as per the below timeline:

Action	Suggested timeframes (Days)
Step1: reviewed of documentation (home-based)	1 weeks (5 working days)
Step 2: interviews with key stakeholders	1 weeks (5 working days)
Step 3: follow-up inquires and development of draft products (home-based)	1 weeks (5 working days)
Step 4: UNDP/PAPP stakeholders to review the drafts and submit comments to the consulting firm	2 weeks -10 days (No action needed from the consulting firm)
Step 5 : finalize an evaluation report with clear recommendations and a lessons learnt document that reflect comments (home-based)	1 weeks (5 working days)
Total duration	6 weeks after receiving UNDP/PAPP's approval .

7. Team composition and qualification

The consultancy firm should have proven experience in implementing at least 3 similar assignments during the last 3 years and should be able to deploy a specialized international and local expert for carrying out this assignment. Evaluation team should provide their own computer and communications equipment. Interested consulting firm should formulate an evaluation team with following minimum requirements:

Team leader: An international expert with a postgraduate degree in environment, natural resources management, or related fields and with the following working experience:

1. Demonstrated experience in conducting international development evaluations:
2. Demonstrated strong knowledge of Monitoring and evaluation methods for development projects, knowledge of UNDP's results-based management orientation and practices.
3. Broad knowledge of hydro-climate models and adaptation strategies
4. At least 10 years' experience in the climatic indices applications and regional cooperation in climate change field
5. Demonstrated experience with implementation and/or evaluation of capacity – building efforts with partners who have different interests.



Local expert:

1. Have at least Master's degree or equivalent in environment and natural resources management environmental economics or natural sciences with experience in research, project planning, implementation, monitoring and Evaluation coupled with the vast knowledge and experience in regional projects.
2. A minimum of eight 8 years of post- graduate professional experience in environment or sustainable resources management. Knowledge of the application of hydro-climate models is an asset.
3. Demonstrated expertise and knowledge of climate change adaptation and mitigation strategies desirable, substantive knowledge of UNDP programming tools for planning, monitoring and evaluation Practice Areas, Particularly environment desirable.

Both the international and local consultants should ideally have the following competencies and attribute:
Expertise in:

1. Capacity building and strengthening institution.
2. Policy framework strengthening/mainstreaming.
3. Good knowledge of the UNDP/Evaluation policy.
4. Experience applying UNDP Results based Evaluation Policies and Procedures.
5. Good knowledge of the UNDP Guidelines and Procedures.
6. Knowledge of Results-based Management Evaluation methodologies.
7. Knowledge of participatory monitoring approaches.
8. Experience applying SMART indicators and reconstructing or validating baseline scenarios.
9. Demonstrable analytical skills.
10. Some prior knowledge of Climate Change Adaptation and Mitigation in Arab countries and in Palestine and working experience in Palestine will be considered an asset.

Competency in the following is required:

1. Excellent English language writing and communication skills knowledge.
2. Demonstrated ability to assess complex situations in order to succinctly and clearly distil critical issues and draw forward looking conclusions.
3. Excellent facilitation skills.

7. Implementation Arrangements

The evaluation will be conducted for a period of 6 weeks, of which the consultants are active for 5 weeks with a total of 25 working days. The detailed final Evaluation methodology will be agreed as part of the consultation inception process by way of virtual communication with relevant UNDP representatives.

The consulting firm s will start the evaluation process with an inception meeting with UNDP representatives. The consulting firm s should submit an inception plan based on the meeting within 2 weeks of the issuance of contract. S/he will then undertake the review of documentation (home-based), interviews with key stakeholders -field visits (mission), preparation of an evaluation report & a lessons learned and recommendations document (home based). S/he will submit the draft product to UNDP for comments & finalized the product within 2 weeks after receiving the feedback. In consultation with Evaluation Team Leader and as requested, the program manager will make available all relevant documentation and provide contact information to key project partners and stakeholders, and facilitate contact where needed. The coordinator will also assist in organizing any briefing and de-briefing meetings including coordination of stakeholders input in the evaluation draft report.



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8. Guiding principles & values

The evaluation will be undertaken in line with the principles of independence impartiality, transparency, disclosure, ethical, partnership, competencies and capacities, credibility, utility, the consulting firm must be independent from the delivery & management of development assistance process that is relevant to the project context therefore applications will not be considered from those who have had any direct involvement with the design or implementation of the project. Any previous association with the project must be disclosed in the application this applies equally to firms submitting proposals as it does to individual evaluators. If selected, failure to make the above disclosures will be considered just grounds for immediate contract termination without recompense. In such circumstances all notes, reports & other documentation produced by the evaluator will be retained by UNDP.

9. Reporting

The consulting firm will report to both UNDP Program Manager at the Environment and Natural Resources Unit. The project coordinator in consultation with UNDP program manager will provide support to the development of the evaluation work plan.

10. Payment modalities and specifications

The consultancy firm will be contracted by UNDP and remunerated according to its accepted and evaluated financial proposal. The contract will be output-based and payment issued only upon delivery of satisfactory outputs.

%	Milestone	Amount
10%	At contract signing	Depending on the contract amount
40%	Following submission and approval of the 1 st draft evaluation report	Ditto
50%	Following submission and approval by UNDP/PAPP of the final evaluation report.	Ditto

11. Application Process

Interested consulting firms are required to submit a proposal and relevant Curriculum Vitae of proposed key staff that demonstrates the qualification, skills, experience and track record to deliver the services required and that reflects and understanding of key issues relating to the scope of work. Please also provide three contactable references.

The preferred service provider will be selected based on the experience and qualifications expressed in the offer and joint technical and financial proposal submitted.

11. TECHNICAL PROPOSALS

The technical proposal shall describe the approach and methodology that will be applied by the consulting firm to meet the objectives and scope of the assignment and shall include the following:

- The methodology.
- The suggested work plan.
- Description of tools that will be used and provided.
- Company Profile including description of company facilities and resources.



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- e) List of relevant projects undertaken within the last two years.
- f) Contact information for two previous clients for reference purposes to whom similar services has been provided and completed.
- g) Profile of experts included in the plan. A matrix should be provided to show which expert will work on what activities and for what duration.
- h) CVs of the experts who will participate in conducting the assignment.

The proposal shall be valid for a minimum of 90 days from the date of bid closing and shall be duly signed by the official representation of the consulting firm and stamped.

12. FINANCIAL PROPOSALS

The offeror is asked to prepare the Price Schedule in **US Dollars** to be provided in a separate envelope from the rest of the RFP. The financial proposal shall specify a total lump sum amount all-inclusive for the provision of the requirement.

The lump sum amount shall be broken down to show the following level of detail:

- o Daily rates of staff
- o Administrative costs
- o Overhead and profit
- o Man rate per hour
- o Any other applicable costs

13. EVALUATION

A two-stage procedure is utilized in evaluating the proposals, with evaluation of the technical proposals prior to any price proposal being opened and compared. The price proposal of the Proposals will be opened only for submissions that passed the minimum technical score (70%) in the evaluation of the technical proposals. The technical proposals are evaluated on the basis of their responsiveness to the Terms of Reference (TOR).

Technical Proposal Evaluation		Points obtainable
1	Expertise of Firm /Organization	20
2	CVs of the experts	30
3	Evaluation Plan including key milestones	20
4	Methodology	30
Total		100

The evaluation form for the technical proposals follows. The obtainable number of points specified for each evaluation criterion indicates the relative significance of weight of the item in the overall evaluation process.

Technical Evaluation Criteria		Weight	Points
FORM 1	Expertise of Firm /Organization	20	
	a Does the Company Profile reflect the requirements of the TOR?		5
	b Do projects undertaken within the last 2 years relate to the TOR? (Minimum 2 years' experience in provision of similar services to TOR)		5
	c Quality of References provided by 2 previous clients		5
	d Quality of examples of Evaluation methods		5



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Technical Evaluation Criteria		Weight	Points
FORM 2	Staffing Plan	30	
	a Is overall staffing plan sufficient to undertake TOR?		5
	b Are profiles of each staff adequate to undertake TOR?		5
	c Team Leader (minimum post-graduate degree & 10 years relevant experience)		7
	d Local Evaluator previous experience and level of education (minimum post-graduate degree & 8 years relevant experience)		13
FORM 3	Evaluation Plan including key milestones	20	
	a Evaluation plan clearly demonstrates what will be undertaken at each phase		10
	b Project will be completed within the time specified in the TOR?		10
FORM 4	Methodology	30	
	a Clearly illustrates how the evaluation will be conducted to cover all required elements		10
	b Clearly illustrates how data will be collected		10
	c Clearly illustrates how each activity will be evaluated to insure that the overall evaluation covers all project components		5
	d Clearly illustrates how the final report will be developed and finalized.		5
TOTAL		100	

In the Second Stage, the price proposal of all Offerors, who have attained the minimum 70% score in the technical evaluation will be opened and evaluated.

14. AWARD OF CONTRACT

The procuring UNDP entity reserves the right to accept or reject any Proposal, and to annul the solicitation process and reject all Proposals at any time prior to award of contract, without incurring any liability to the affected applicant or any obligation to inform the affected applicant or applicants of the ground for the UNDP's action.

The UNDP procuring entity will award the Contract to one offeror, who obtains the highest Total Combined Score on his/her Proposal (based on combined scoring method)

The formula for the rating of the Proposals will be as follows:

Rating the Technical Proposal (TP):

$$\text{TP Rating} = (\text{Total Score Obtained by the Offer} / \text{Max. Obtainable Score for TP}) \times 100$$

Rating the Financial Proposal (FP):

$$\text{FP Rating} = (\text{Lowest Priced Offer} / \text{Price of the Offer Being Reviewed}) \times 100$$

Total Combined Score:

$$\begin{aligned} & (\text{TP Rating}) \times (\text{Weight of TP, 70\%}) \\ & + (\text{FP Rating}) \times (\text{Weight of FP, 30\%}) \end{aligned}$$

Total Combined and Final Rating of the Proposal