



## ANNEX II: TERMS OF REFERENCE

### Mediterranean countries training to mobilize GCF for WEFE projects - 20 - PRO522WEB-2024

<b>1. BACKGROUND INFORMATION.....</b>	<b>1</b>
1.1. Partner country .....	1
1.2. Contracting Authority.....	1
1.3. Context .....	1
<b>2. OBJECTIVE, ACTIVITIES AND OUTPUTS.....</b>	<b>2</b>
2.1. Overall objective.....	2
2.2. Specific objectives .....	2
2.3. Expected outputs to be achieved by the contractor .....	3
<b>3. ASSUMPTIONS &amp; RISKS .....</b>	<b>3</b>
<b>4. SCOPE OF THE WORK .....</b>	<b>3</b>
4.1. Project management.....	5
<b>5. LOGISTICS AND TIMING.....</b>	<b>5</b>
5.1. Location .....	5
5.2. Start date & period of implementation of tasks .....	5
<b>6. REQUIREMENTS.....</b>	<b>5</b>
6.1. Staff .....	6
6.2. Office accommodation: .....	9
6.3. Equipment: .....	10
<b>7. REPORTING.....</b>	<b>10</b>

## **1. BACKGROUND INFORMATION**

### **1.1. Partner country**

N/A

### **1.2. Contracting Authority**

Secretariat of the Union for the Mediterranean (UfMS or Contracting Authority)

Palau de Pedralbes

Pere Duran Farell, 11

08034 Barcelona, Spain

Created by Euro-Mediterranean Heads of State and Government meeting in Paris on 13 July 2008, the UfM Secretariat is a multilateral partnership composed of 43 countries ([www.ufmsecretariat.org](http://www.ufmsecretariat.org)) (all EU Member States and 16 countries of the Southern and Eastern Mediterranean) with the mandate of enhancing regional cooperation and integration between both shores of the Mediterranean Sea. Its Secretariat (the Secretariat of the Union for the Mediterranean) is the first permanent structure dedicated to the intergovernmental Mediterranean partnership. The Secretariat is the platform to operationalize, and follow-up decisions taken at political level with a view to monitoring progress in the implementation of Ministerial Declarations' commitments and promoting the initiatives, programmes and projects intended to foster cooperation in the region.

Its multi-partner approach is crucial for seizing opportunities through the exchange of best practices, sharing of experiences, identifying new and innovative methodologies and developing regional and sub-regional networks, following the principles of co-ownership and variable geometry and in collaboration with other key stakeholders in the Euro-Mediterranean region.

### **1.3. Context**

The UfM in cooperation with other regional partners is preparing a strategy for the "Water-Energy-Food-Ecosystems Nexus in the Mediterranean Source to Sea continuum" to propose a strategic framework to assist countries in enhancing integration of policy across sectors and to promote leveraging of necessary funding.

Indeed, the sustainable management of all four Water-Energy-Food-Ecosystems (WEFE) components is fundamental for peace, security, social welfare, health and prosperity. However, because these sectors are heavily cross dependent such management cannot be effectively obtained unless it is done, from the design phase, in an integrated way allowing each one of the four sectors/components to become, on equal footing, an "entry point" into a WEFE Nexus approach.

The draft strategy has undergone broad consultations where national players, representatives from local communities, financing institutions and academia have gathered to assess the added value of the WEFE nexus approach. The strategy will be finalized and approved in 2025 in order to be included in the Documentation Package for the next UfM Water Ministerial Meeting.

To support the implementation of UfM WEFE regional strategy and promote leveraging of the necessary funding, it is essential to increase the capacity of national administrations and institutions



to mobilize climate finance from international climate funds, specifically GCF resources, for transformational WEFE projects for adaptation and mitigation to climate change.

The Green Climate Fund (GCF) was established in 2012 as a financial mechanism of the United Nations Framework Convention on Climate Change (UNFCCC), dedicated to addressing the climate crisis. The GCF is specifically mandated to promote country-driven, climate-resilient, and low-carbon development. It is expected to become a primary channel through which international public climate finance will flow over time.

To access support from the GCF for climate resilience WEFE projects, countries need to present projects designed for impact – reflected through prioritized project ideas, clear climate rationale, compelling concept notes, and comprehensive funding proposals. However, key agencies at national, regional and local levels seldom communicate with one another and rarely work together to present project eligible to GCF. Capacity limitations constrain countries in identifying and preparing catalytic WEFE related mitigation and adaptation interventions. Limited understanding of the GCF's funding modalities and proposal requirements poses further barriers for countries wishing to access GCF resources for adaptation planning and projects.

This is particularly true for the Mediterranean region where countries receive relatively less GCF funding than other regions in the world. Technical assistance and regional exchange can therefore enable Mediterranean countries to prepare well-prioritised climate resilience WEFE projects aligned with country programs and GCF strategic plan 2024-2027 that can secure funding from the GCF. Countries are seeking clarification on the structured, yet evolving GCF funding modalities, especially around enhanced direct access, its range of financing instruments, and project proposal requirements.

## **2. OBJECTIVE, ACTIVITIES AND OUTPUTS**

### **2.1. Overall objective**

The main objective of this technical assistance (TA) is to support the adoption of UfM WEFE regional strategy by training Mediterranean countries on the GCF to help mobilize and leverage necessary public and private funding for WEFE projects.

### **2.2. Specific objectives**

The specific objectives of this contract are as follows:

1. Present the GCF, its mandate, investment criteria, breakdown of responsibilities, and operational modalities and procedures for delivering climate finance to WEFE initiatives through different GCF windows.
2. Discuss GCF financing instruments (readiness, project preparation facility, project specific assessment approach, etc.) along with fit-for- purpose examples of climate adaption and mitigation rationale, paradigm shift, project design, and financing instrument selection in the Mediterranean context, tackling priorities of the region.
3. Review challenges and constraints and explore solutions for implementing and executing agencies (accredited entities, direct access entities, delivery partners, etc.) to coordinate with



national designated authorities, and ministries in charge of WEFE sectors in the preparation of GCF projects.

4. Train in the preparation and writing of GCF documentation at all stages of the process: concept note, project funding, reporting, etc.
5. Support the identification of opportunities and follow-up activities for project concept note and funding proposals.
6. Prepare an online module to train massively personnel in the Mediterranean region and establish an online community of practice (CoP).

### **2.3. Expected outputs to be achieved by the contractor**

- Output 1.1 In person training workshop completed
- Output 1.2 Report of in person training workshop (annexed to Mid-term report)
- Output 2.1 Online course developed
- Output 2.2 Implementation of online course

### **3. ASSUMPTIONS & RISKS**

The main assumption is that the UfM Regional Platforms, under the guidance of the UfM senior officials, maintains the necessary momentum and political will to deliver the UfM WEFE Nexus Programme of Work.

The main risk is that the UfM member states do not sufficiently engage in the activities described in this assignment, for example due to other priorities and lack of availability of qualified personnel.

### **4. SCOPE OF THE WORK**

It is expected that the Contractor (single provider or consortia of several providers) shall offer the above-mentioned services all-inclusive and will be responsible for all outputs and reporting.

It is essential that the contractor maintains close dialogue with all stakeholders and the Secretariat. The Secretariat must be kept informed of the project progress, through weekly meetings.

The contractor will explain how it will coordinate with the GCF secretariat to ensure that key GCF secretariat's staff participate as trainers in the training, in addition to the senior expert on GCF and other green funds. The contractor will explain the role of the GCF secretariat. The contractor will also explain how the training will follow GCF standards. All costs incurred by GCF secretariat's staff (travel, accommodation, time, etc.) should be covered by the GCF and not supported by the TA.



The TA will cover two main activities:

#### Activity 1: Three-Day In-Person Training Workshop

##### Output 1.1: Successful Completion of the Workshop

- A minimum of 40 professionals equally distributed among the following countries: Morocco, Algeria, Tunisia, Egypt, Palestine, Lebanon and Jordan will be trained.
- The workshop will enhance participant's proficiency in crafting GCF funding proposals, with a focus on water-energy-food-ecosystem (WEFE) projects that support sustainable development and climate resilience in the Mediterranean region.
- Participants will engage in preparatory activities, including the development of draft project ideas in alignment with their respective country's National Designated Authority (NDA), which may evolve into GCF project concept notes and funding proposals.
- The contractor will develop methodology to evaluate and enhance the participants' skills throughout the workshop.

##### Output 1.2: Report on the training workshop

The report will include the main achievements of the workshop, an evaluation of the participants and an evaluation of the workshop with proposals for improvement for futures GCF capacity building activities.

#### Activity 2: Online Course on GCF Project Preparation

##### Output 2.1: Development of the Online Course (in English)

- The course will be designed to be engaging and interactive, incorporating clear learning objectives, multimedia elements, case studies, and a user-friendly platform.
- The course content and documentation will be accessible and inclusive, adhering to GCF standards, and will span 10-20 hours over multiple sessions to accommodate varying schedules.
- The course will be scalable, with the intention of offering it to a broader audience of Mediterranean professionals in the future.

##### Output 2.2: Implementation and Evaluation of the Online Course

- The course will be delivered online to at least 100 participants, over one or more sessions, with the aim of equipping them with the knowledge and skills for GCF project preparation.
- Together with the online course, the TA will establish an online community of practice (CoP) where participants can share best practice and lessons learned.
- A combination of quantitative and qualitative approaches will be utilized to evaluate the course's effectiveness, ensuring it meets learning objectives and has a measurable impact on participants' capabilities in securing GCF funding for WEFE projects.

Target Audience for activity 1 and activity 2: The Workshop targets the following participants from UfM member states to help them access GCF funds to support WEFE project preparation and delivery in the Mediterranean: In the first instance, WEFE directors and/or assigned officials from WEFE Ministries/Agencies and GCF National Designated Authorities (NDAs) and in the second



instance GCF accredited executing and implementing agencies, project preparation and co-finance partners. Participants from Morocco, Algeria, Tunisia, Egypt, Palestine, Lebanon and Jordan can be sponsored. The other participants will cover their participation (i.e. non-sponsored participants).

The TA will cover all expenses including logistics support (for example, IT equipment, photocopies, book printing and binding, etc.), interpretation services (English, French and Arabic). The TA will cover the payment of travel and accommodation for a minimum of 40 participants from Morocco, Algeria, Tunisia, Egypt, Palestine, Lebanon and Jordan (purchase and payment of tickets, payment of hotels). The TA will cover the catering services for all participants, including the sponsored participants (40 minimum from Morocco, Algeria, Tunisia, Egypt, Palestine, Lebanon and Jordan), the trainers and the non-sponsored participants from UfM member states not sponsored by TA (between 20 to 30). Should the in-person event include a field visit, then the cost associated with the visit would be covered by the TA.

#### **4.1. Project management**

##### **4.1.1. Responsible body**

The project will be managed by UfM Water, Environment and Blue Economy Division.

All issues related to the technical elements in relation to this contract, mainly the specific activities as outlined in section 4 of these Terms of Reference, shall be taken by the project manager nominated by the contracting authority pursuant to special conditions of contract Article 2.1. The project manager will ensure these tasks in accordance with UfM internal rules and procedures.

### **5. LOGISTICS AND TIMING**

#### **5.1. Location**

The place of work will be the Contractor's usual workplace, except for what mentioned below in this section.

For activity 1, the in-person training workshop will be a three-day workshop and should take place in one of the main cities of the following countries: Morocco, Algeria, Tunisia, Egypt, Palestine, Lebanon or Jordan. Final location will be decided after the contract award. The TA will cover all the costs associated with the services.

#### **5.2. Start date & period of implementation of tasks**

The intended commencement date is in October 2024. The period of implementation of the contract shall be 15 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**

Tenders deviating from the requirements or not covering all minimum requirements described below may be rejected on the basis of non-compliance with the tender specifications and will not be further evaluated.



## 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.

All experts who have a crucial role in implementing the contract are referred to as experts. The assignment should be carried out by at least 4 experts: a senior project manager, a senior training expert, a junior e-learning expert and a senior expert on GCF and other green funds. Skills required for the four experts are detailed in annex 1.

### 6.1.1. Experts

#### Expert 1: Senior project manager

The Project manager shall oversee the overall project including steering and supervision as well as communication with stakeholders. He/ she shall be responsible for the assignment and supervision of staff and for overall quality assurance.

Essential Skills and Competencies:

- **Leadership:** Ability to lead and inspire a team and decision-making and problem-solving skills.
- **Communication:** Excellent verbal and written communication skills and ability to effectively convey information to various stakeholders.
- **Time Management:** ability to prioritize tasks and manage time efficiently and strong organizational skills.
- **Risk Management:** Ability to identify potential risks and develop mitigation strategies and Proficiency in crisis management.
- **Financial Acumen:** Budget management and cost control and understanding of financial principles related to project management.
- **Technical Proficiency:** Familiarity with project management software and knowledge of monitoring and evaluation and quality control mechanisms.

Educational Background and experience:

- **Degree:** A master's degree in project management, business, engineering, economics, sustainable development, WEFE sectors, IT, or a related field.
- 5 years of experience in project management, preferably in the fields of development, training, one or several WEFE sectors or green finance, or related roles.
- 5 years working experience in the region

Language skills

- Fluent in English
- Working knowledge of Arabic or French will be an advantage



#### Personal Attributes:

- **Detail-Oriented:** Attention to detail to ensure all aspects of the project are addressed.
- **Adaptability:** Ability to adapt to changing project requirements and environments.
- **Interpersonal Skills:** Ability to build relationships and work collaboratively.
- **Stress Management:** Ability to work under pressure and meet tight deadlines.

#### Expert 2: Senior training expert

The training expert, proficient in both in-person and online modalities, will be responsible for designing, delivering, and evaluating the in-person training workshop and the online course that enhance the skills and knowledge of participants. This role requires a blend of instructional design, technology integration, and facilitation skills to create engaging and effective learning experiences.

#### Essential Skills and Competencies:

- **Instructional Design:** Proficiency in instructional design models and ability to create structured and effective learning experiences.
- **Technology Proficiency:** Knowledge of e-learning authoring tools, familiarity with Learning management systems and competence in using virtual training tools
- **Facilitation Skills:** Strong presentation and public speaking abilities, capability to engage and motivate learners, skill in managing group dynamics and encouraging participation.
- **Communication:** Excellent verbal and written communication skills and ability to convey complex information clearly and concisely.
- **Analytical and Evaluation Skills:** ability to assess training effectiveness and learner performance and proficiency in data analysis and interpretation to inform training improvements.

#### Educational Background and experience:

- **Degree:** A master's degree in education, knowledge management, development fields and studies, human resources, or a related field.
- 5 years of experience in training, capacity building and knowledge management, developing of training tools and guidebooks including online material, preferably in the fields of one or several WEFE sectors, sustainable development, climate adaptation and mitigation or green finance, or related roles.
- 5 years working experience in the region

#### Language skills

- Fluent in English
- Working knowledge of Arabic or French will be an advantage

#### Personal Attributes:

- **Adaptability:** Ability to adapt to different learning environments and technologies.
- **Creativity:** Innovative approach to designing engaging and effective training materials.
- **Empathy:** Understanding and addressing the needs of diverse learners.
- **Detail-Oriented:** Attention to detail in the development and delivery of training programs.





### Expert 3: Junior e-learning developer expert

The Junior E-Learning Developer Expert will be responsible for creating and supporting the development of engaging and effective online learning content. He/she will work under the guidance of senior learning expert to design, develop, and maintain the online course and materials.

#### Essential Skills and Competencies:

- Proficiency in e-learning authoring tools such as Articulate Storyline, Adobe Captivate, or similar.
- Basic knowledge of multimedia editing tools like Adobe Photoshop, Illustrator, and Premiere Pro.
- Understanding of instructional design principles and adult learning theories.
- Strong written and verbal communication skills.
- Detail-oriented with strong organizational and project management skills.

#### Educational Background and experience:

- **Degree:** Bachelor's degree in Instructional Design, Educational Technology, Multimedia Design, or a related field.
- 3 years of experience in e-learning development or instructional design, either through internships, academic projects, or entry-level work. Familiarity with e-learning authoring tools and LMS platform
- 3 years working experience in the region

#### Language skills

- Advance proficiency in English
- Working knowledge of Arabic or French will be an advantage

#### Personal Attributes:

- Creativity: Ability to think creatively and develop engaging learning experiences.
- Collaboration: Strong teamwork skills and the ability to work effectively with cross-functional teams.
- Adaptability: Willingness to learn and adapt to new tools and technologies.
- Problem-Solving: Strong problem-solving skills and attention to detail.

### Expert 4: Senior expert on GCF and other green funds

The expert on GCF and other green funds is a professional specializing in climate finance, project development, and implementation to support global efforts in combating climate change. He/she has experience in working with governments, organizations, and stakeholders to develop and implement projects that contribute to climate adaptation and mitigation.

#### Essential Skills and Competencies:

- **Climate Finance Expertise:** deep understanding of climate finance mechanisms, particularly GCF processes and requirements and experience in developing and managing climate finance projects.
- **Technical Knowledge:** Expertise in climate change mitigation and adaptation strategies and knowledge of renewable energy, sustainable agriculture, water management, ecosystems preservation and other relevant sectors.



- **Analytical and Research Skills:** Ability to conduct thorough research and analysis on climate-related issues and proficiency in data analysis and impact assessment.
- **Communication and Interpersonal Skills:** Excellent verbal and written communication skills and ability to work collaboratively with diverse stakeholders and build strong relationships.

Educational Background and experience:

- **Degree:** A master's degree in green finance, development fields, one or several WEFE sectors, climate change, or a related field.
- **Experience:** More than 5 years of experience in climate finance in one or several WEFE sectors, including on GCF, green finance and related instruments, project development, or related roles.
- 5 years working experience in the region

Language skills

- Fluent in English
- Working knowledge of Arabic or French will be an advantage

Personal Attributes:

- **Passion for Climate Action:** A strong commitment to addressing climate change and promoting sustainable development.
- **Problem-Solving:** Ability to develop innovative solutions to complex climate-related challenges.
- **Adaptability:** Ability to work in dynamic and evolving environments.
- **Cultural Sensitivity:** Awareness and respect for cultural differences, especially when working in diverse international settings.

It is the responsibility of the Contractor to compose and propose experts' team which has an appropriate mix of expertise's and skills required for this engagement.

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

#### 6.1.2. Support staff & backstopping

The Contractor shall ensure that all services will be provided and where necessary, supplementary support/expertise will be provided to the three key experts through back-stopping which will be explained and be included in the offer.

Backstopping and support staff costs must be included in the price.

#### 6.2. Office accommodation:

Office accommodation for each expert working on the contract is to be provided by the Contractor. The Contractor shall 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.

### 6.3. Equipment:

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

## 7. REPORTING

The work carried out by the contractor under the contract will be the subject of the following technical implementation reports, which must be sent to the project manager by the contractor both in hard copy and electronic format.

To summarise, the contractor shall provide the following reports:

Name of report	Content	Time of submission
Inception report	In the report the contractor shall describe e.g. initial findings, progress in collecting data, any difficulties encountered or expected in addition to the work programme and staff travel. The Inception report must include detailed workplan	To be produced after two weeks from the start of implementation.
Interim report 1	Based on output 1.1 In person training workshop completed, define success criteria for the workshop's completion and address any challenges faced during the workshop and share lessons learned	To be produced after 5 months from the start of implementation.
Interim report 2	Based on output 1.2 Mid-term report including report of in person training workshop, summarize the significant accomplishments of the workshop and identify any challenges faced and lessons learned.	To be produced after 6 months from the start of implementation.
Interim report 3	Based on Output 2.1 Online course developed, evaluate how well the course adhered to GCF standards for accessibility and inclusivity.	To be produced after 9 months from the start of implementation.
Interim report 4	Based on output 2.2 Implementation of online course, describe the establishment of the CoP, emphasizing its purpose.	To be produced after 13 months from the start of implementation.
Final report	Description of achievements including problems encountered and recommendations	To be produced after 15 months from the start of implementation.

The Project Manager will provide their comments on the submitted report, within 10 working days upon receipt.



The Project Manager is responsible for approving the reports. Following the comments received, the Contractor will send a revised version, before formally submitting the final version.

The working and reporting language, as well as all writing communication between the Secretariat and the Contractor will be in English.