



ANNEX II: TERMS OF REFERENCE

External Mid-term Evaluation - 2021 UfM Ministerial Declaration on ENV - 03 - PRO545WEB-2024

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1. BACKGROUND INFORMATION

1.1. Partner country

Not applicable.

1.2. Contracting Authority

The Secretariat of the Union for the Mediterranean (henceforth **UfM**) is the Contracting Authority.

1.3. Relevant Background

- Created by the 43 Euro-Mediterranean Heads of State and Government meeting in Paris on 13th July 2008, the UfM is a multilateral partnership composed of 43 countries (27 EU Member States and 16 Southern and Eastern Mediterranean Countries) 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 the progress in the implementation of Ministerial Declarations' commitments and promoting the initiatives, programs 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 area

1.4. Current state of affairs in the relevant sector

The Mediterranean basin is an important biodiversity hotspot and one of the most biodiversity-rich regions in the world. However, the Mediterranean ecosystem is under alarming pressure due to pollution, climate change, biodiversity loss and overconsumption of its natural resources.

Additionally, the Mediterranean has always been a water scarce region with an unequal distribution of the existing water resources leading to water stress, especially in the Southern Mediterranean countries. Climate change is exacerbating these challenges, as the Mediterranean is one of the fastest warming regions in the world. Taken together, the GBF, the Paris Agreement, Ramsar and CITES contain a comprehensive set of commitments, which will put nature on a clear path to recovery and bring us closer to a greener, more circular global economy that conserves its biodiversity, values its ecosystems services and is based on sustainable use of its natural resources. Technological, nature-based and societal solutions, engaging all actors, including governments, society and economy have to be accelerated before the end of this decade.

The UfM is in a unique position to address these various challenges and to promote innovative solutions by supporting regional cooperation on the most pressing environmental and climate change challenges in the region to protect Mediterranean ecosystems and accelerate the transition towards a green and circular economy.



The building blocks of this process are made of:

✓ ***The 2014 UfM Ministerial on Environment and Climate Change and the H2020 Initiative for a Cleaner Mediterranean***

- The 1st UfM Ministerial Meeting on Environment and Climate Change took place in Athens in 2014. The first Ministerial Declaration on Environment and Climate Change, adopted by the 43 Euro-Mediterranean countries, marked a turn point: the Mediterranean as one decided to start the shift towards a green, low carbon economy through sustainable production and consumption as a main approach; agreed to focus on pollution prevention rather than on depollution only; and integrated climate change, both adaptation and mitigation, as main challenges ahead. The 2014 Ministerial addressed as well emerging and urgent issues such as marine litter and hazardous waste.

- The importance of the Horizon 2020 Initiative for the Depollution of the Mediterranean Sea, endorsed during the Euro-Mediterranean Environment Ministerial Conference held in Cairo in November 2006, was reaffirmed by the Union for the Mediterranean (UfM) Ministers at the above-mentioned Ministerial Meeting on Environment and Climate Change in Athens in 2014.

It remained one of the key flagship initiatives of the UfM since its launch in Paris in 2008, thereby making it a joint endeavour and commitment of all 43 UfM countries. The first phase of H2020 (2007-2014) laid the foundations for pollution reduction in the Mediterranean while its second phase, renamed 'H2020 for a Cleaner Mediterranean' was designed to consolidate the achievements of the first phase and go beyond pollution reduction. The H2020 Work Programme was therefore expanded to more strongly focus on pollution prevention and to include sustainable consumption and production models as the main approach towards a green economy. The final report of the H2020 Initiative, summing up 14 years of achievement and collaboration, is available at <https://www.h2020.net/resources/final-h2020-report/send/342-final-h2020-report/3400-final-h2020-report>

A Mid Term evaluation of the first UfM Ministerial on Environment and Climate Action was carried out in 2018-2019. It served the purpose of assessing the work done and helped shaping the 2021 Ministerial Declaration on Environment and Climate Action. It is attached in Annex 1 as direct basis and source of inspiration for this tender.

✓ ***The 2021 UfM Ministerial on Environment and Climate Action and the 2030 GreenerMed Agenda***

- The 2nd UfM Ministerial Declaration on Environment and Climate Action adopted in Cairo in 2021 agreed on a common agenda to strengthen efforts to urgently tackle the multiple environmental and climate challenges at Mediterranean level, to further stepping up and accelerating the shift of the Mediterranean region towards a greener, circular and inclusive economy as well as to ensuring climate neutrality and resilience.

While giving continuity to the key thematic priorities of the 1st Ministerial Declaration, the 2nd Ministerial Declaration steps up and promotes an integrated view that moves the Mediterranean region towards a sustainable and inclusive economy. The 2nd Ministerial Declaration addresses the most urgent environmental issues and reconciles them with the economy and development, promoting an integrated approach, providing for a greater sector integration, aligning its priorities and objectives to the Agenda 2030 and related SDGs, to the Rio Conventions (and



related post 2020 frameworks) and other key international and regional conventions and frameworks such as other relevant UfM Ministerial Declarations, the Barcelona Convention and its Protocols, the Mediterranean Strategy for Sustainable Development, or the Mediterranean Strategy for Education for Sustainable Development and its Action Plan.

Inspired by joint principles and backed by solid partnerships, the environmental ministerial priorities are being implemented through the UfM Environment Agenda and implementation plan, the so called **2030GreenerMed Agenda**, as explained below.

The UfM Environment Agenda: The [2030 GreenerMed Agenda](#)

At more operational level, the above mentioned Ministerial endorsed the UfM 2030 GreenerMed Agenda as a regional structured framework for cooperation and coordination and its Theory of Change and related monitoring framework, thus linking the political dimension to the operational level and encompassing a wide range of 2030GreenerMed associated projects, programs, and initiatives.

2030GreenerMed directly addresses a set of key priority environmental issues which need collaboration in the Mediterranean region, including cross-border and cross-sector approaches, effective cooperation, as well as linking local experience with decision making processes at national, regional and international level.

The 2030GreenerMed is conceived as an agenda by and for all stakeholders in the Mediterranean region. It is owned, steered and developed by countries together with partner organizations. The Secretariat of the UfM supports with the coordination and puts in place the appropriate collaboration tools.

So, the UfM Environment Agenda is also called 2030 GreenerMed Agenda. It moves around its three priority axes, agreed by countries and stakeholders:

- Support the transition towards a green, circular and socially inclusive economy;
- Prevent and reduce pollution on land, air and sea;
- Protect, preserve, manage and restore natural resources in the Mediterranean region within an integrated ecosystem approach, including terrestrial, marine and coastal dimensions.

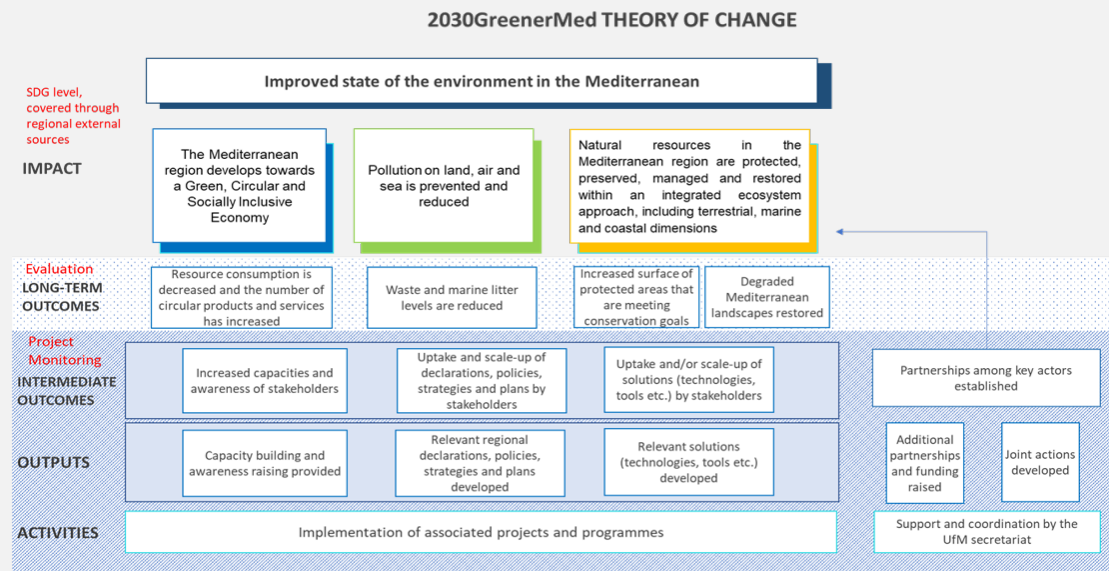
While there is a separate action plan on climate change, the 2030GreenerMed also directly contributes, through its three thematic axes, to climate change adaptation and mitigation.

2030GreenerMed ensures technical and financial convergence of efforts around the shared priorities and maps on a regular basis the projects, programs and initiatives that feed the above-mentioned priorities.

2030 GreenerMed Result Based Monitoring, Reporting and Evaluation

Following the elaboration of the 2030GreenerMed Theory of Change, a Results Based Monitoring and Reporting mechanism has been set in place, with a view to keep track of

progress up to 2030.



So, since 2021, UfM Member States and stakeholders of the Environment Group/Community have been involved in the 2030GreenerMed Results Based Monitoring and Mapping exercise to assess, on a regular basis, progress towards the objectives set in the 2030GreenerMed Agenda, as endorsed by the 2021 UfM Ministerial Declaration on Environment and Climate Action.

The GreenerMed Monitoring, Reporting and Evaluation system helps tracking convergence of the UfM member countries and stakeholders around the GreenerMed priority axes of work (see above).

The [GreenerMed Baseline Assessment](#) was produced in early 2022 and its [First Monitoring Report](#) finalized in early 2024. It is accompanied by an analysis of findings and related recommendations, it is shared with countries and stakeholders for comments, and it is adopted by consensus.

At the stocktaking session of the 2024 first edition of the Med Green Week, an advanced analysis associated to this consolidated RBM system summed up with the results of a dedicated e-survey run in advance of the Med Green Week as well as with the targeted exchanges and tour the tables organized at Med Green Week sessions of the UfM Working Group on Environment.

The overall findings helped to assess progress towards the objectives of the 2021 UfM Ministerial Declaration on Environment and Climate Action; reinforce the collaborative and multi-stakeholders approach launched in 2021; set the path of the 2030GreenerMed Agenda towards 2030, in line with its Theory of Change.

A full Mid-Term evaluation of the environmental component of the 2021 Ministerial on



Environment and Climate Action, namely of its implementation via the 2030GreenerMed is foreseen in 2025, along the lines of these Terms of Reference.

✓ ***The UfM Regional Platform on Environment and Climate Change and the UfM Working group on Environment***

- The UfM Regional Platform on Environment and Climate Action is the institutional mechanism associated with the UfM Ministerial Declaration on Environment and Climate Action for regular consultation with the UfM 43 Member States, gathering on an annual basis with country representatives and stakeholders. The UfM Regional Platform on Environment and Climate Action meets usually once a year in order to address subjects of joint relevance, take stock of progress in the implementation of the declaration and assess advancements or challenges in the implementation of the 2030 GreenerMed Agenda and Climate Change Action Plan and promote related joint actions.

- The UfM Regional Platform on Environment and Climate Action is made of two Working Groups: The UfM Working Group on Environment and the UfM Working Group on Climate Action, which also meet separately. They aim to foster dialogue, share best practices to enhance the implementation of sectorial ministerial mandates set by the Member States.

The Environment Working Group meets once or twice a year, in presence or online. It includes country representatives and stakeholders, ranging from international and regional organizations, civil society organizations, local authorities, financial and development institutions, academia, private sector and other bodies.

- ***May 2024 Med Green Week: testing a new format interlinking more directly climate, energy and environment***

Given the interdependence of the environmental and climate crisis, the first Mediterranean Green Week reflected the UfM's efforts to streamline the annual meetings of its Platforms and Working Groups, including the UfM Energy Platform, as well as the Platform on Environment and Climate Action, along with Water-Energy-Food Ecosystem (WEFE) working group representatives and stakeholders. The overall objective was to foster cohesive multi-stakeholders' discussions among Member States and stakeholders under a unified agenda, maximizing the impact and effectiveness of UfM collective actions. It served as a collaborative platform for policymakers, experts, stakeholders, and global partners to discuss, strategize, and implement initiatives focused on climate action, energy transitions, environmental sustainability, and the shift towards green, circular economy. forward in addressing them, in close collaboration with implementing partners.

The UfM Regional Platform on Environment and Climate Change as well as the UfM Working Group on Environment gathered both – together and separately – under the umbrella of the Med Green Week.

A second edition is tentatively scheduled in 2025.

- **Key documentation:**

- [1st UfM Ministerial Declaration on Environment and Climate Change](#), May 2014

- **Evaluation of the Ministerial Declaration on Environment and Climate Change, 2019 (Annex 1)**
- [Reaching the 2020 Horizon: 14 years of Mediterranean Cooperation on Environment](#)
- [2nd UfM Ministerial Declaration on Environment and Climate Action, October 2021](#)
- The UfM Environment Agenda, so called [2030 GreenerMed Agenda](#)
- [Green Circular Economy at the Mediterranean Level Including Green Skills and Jobs](#)
- The 2022 [GreenerMed Baseline Assessment](#)
- The 2024 GreenerMed [First Monitoring Report](#)

2. OBJECTIVE

The main objective is to carry out an external mid-term evaluation of the 2021 UfM Ministerial Declaration on Environment and Climate Action, focusing on the UfM Environment Agenda, so called [2030GreenerMed Agenda](#).

The evaluation will include both a summative and a formative assessment of the 2030GreenerMed Agenda focusing on the period 2021-2024 by evaluating main achievements, challenges and gaps, and developing recommendations regarding any fine-tuning of thematic priorities and related key actions, as well as the theory of change, monitoring framework and reporting system and operational coordination mechanisms.

While the evaluation takes into account the implementation of different initiatives and programs under the framework of 2030GreenerMed, the analysis is focused on the Agenda itself and in how far it contributes to the achievement of expected intermediate and long-term outcomes and overall impact, i.e., it is an evaluation of a political agenda and regional operational framework, and not a program or project evaluation.

Therefore, the evaluation should be directed to elaborate also a set of recommendations for the future on:

- ✓ ongoing and emerging priorities;
- ✓ Operational modalities; and
- ✓ Scenario's and options for action.

The evaluation will be inspired by [OECD/DAC evaluation criteria](#) of relevance, coherence, efficiency, effectiveness, impact and sustainability plus the European Commission's additional criterion of added value, and principles of evaluation as well as ethical standards as outlined in the European Commission's [\(EC\) Evaluation Handbook](#) 2024.

BASIC PRINCIPLES OF THE EXTERNAL MID-TERM EVALUATION

What is an evaluation?

Evaluation is an **evidence-based judgement** of the extent to which an existing intervention is:

- **Effective;**



- **Efficient;**
- **Relevant** given the current needs;
- **Coherent** both internally and with other interventions; and
- Has achieved **added value**

Evaluation goes beyond an assessment of *what* has happened; it considers *why* something has occurred and, if possible, *how much* has changed as a consequence. It should look at the wider perspective and provide an independent and objective judgement of the situation based on the evidence available.

Evaluation ***looks for evidence of causality*** – i.e. did the intervention (help) bring about the expected changes or were there other unintended or unexpected changes? Beyond listing outputs and describing changes, evaluations should investigate any links between the observed changes and the intervention. Generally, evaluations should be carried out only after sufficient time has passed to allow for changes to be identified and/or measured.

Key Principles and Concepts

All evaluations should be of high quality and respect certain principles:

Comprehensive: The definition of evaluation deliberately targets five criteria – effectiveness, efficiency, relevance, coherence and added value. Other criteria may also be added as appropriate.

Proportionate: The scope and analysis conducted must be tailored to the particular intervention, its maturity and the data available. For some criteria, new data will need to be collected, analysed and compared with other findings. For others, a short summary can be presented based on existing reports and information or providing a standard explanation.

Independent and Objective: Robust and reliable results can be delivered only by independent and objective evaluations. An evaluation can be considered as independent when evaluators: (i) carry out their tasks without influence or pressure from the organisation and without pressure from involved stakeholders; (ii) are given full access to all relevant information required; and (iii) have full autonomy in conducting and reporting their findings.

Transparent Judgement: Evaluators must make judgements based on the evidence (good or bad) and analysis available. These judgements should be as specific as possible and judgement criteria for each evaluation question (success factors, related indicators, required evidence and information) should be clearly identified during the design of the evaluation.

Evidence-based: Evaluations are based on the best available evidence (factual, opinion based etc.) which should be drawn from a diverse and appropriate range of methods and sources (triangulation). Not all sources of evidence are equally robust, and consideration must be given as to when and how the evidence was collected and whether there is any bias or uncertainty in it.



Where possible, sensitivity and/or scenario analysis should be conducted to help test robustness of the analysis. Any limitations to the evidence used and the methodology applied, particularly in terms of their ability to support the conclusions, must be clearly explained.

Evaluation of the Ministerial declaration – assessing the past and looking at the future

The External Evaluation of the Ministerial Declaration will be conducted by independent consultants under the overall responsibility and management of the UfM, under the close guidance and in close coordination with the UfM Co-Presidencies. It will be an in-depth evaluation using a participatory approach whereby the UfM, key partners, and other relevant staff are kept informed and consulted throughout the evaluation process. The consultants will liaise with the UfM on any logistic and/or methodological issues to properly conduct the assessment in as independent a way as possible, given the circumstances and the resources offered. It is highly recommended that the consultant(s) maintains close communication with the UfM and promotes information exchange throughout the evaluation implementation phase in order to increase their (and other stakeholder) ownership of the evaluation findings.

The evaluation will make the best use of existing information, and take in results of monitoring missions, mission reports, stakeholders' meetings, and other reports that have been undertaken.

The findings of the evaluation will be based on the desk analysis of the documents provided in the separate annexed files as well as on web links. Additional sources of information (documents, reports and websites) should be elaborated in the inception phase of the evaluation and may include:

- Relevant global initiatives such as the Multilateral Environmental Convention, Sustainable Development Goals, UN Decade for Ecosystem Restoration, etc.
- UfM website (<http://ufmsecretariat.org/>) or other relevant online publications (newsletters, papers, articles, etc);
- GreenerMed Baseline Assessment and first Monitoring report
- GreenerMed associated projects and related biannual analysis
- Etc

Interviews (individual or in group), preferably online, should be conducted, and a full list of stakeholders should be agreed as part of the evaluation inception phase. This list would tentatively include the following:

- UfM
- European Commission relevant Directorates General (DGs): DG Environment, DG CLIMA, DG Regio/Mediterranean Programmes Interreg Euro Med and Interreg Next Med; DG European Neighbourhood Policy and Enlargement Negotiations (DG NEAR); DG RTD and PRIMA Foundation; etc.
- Government representatives/Focal points in UfM countries;
- UfM partners and key institutions such as: FAO; UNIDO; UNEP MAP; MIO-ECSDE; WWF; MEDPAN; University of Siena and of Rostock; BusinessMed; and other relevant stakeholders to



be identified during the evaluation inception phase as well as other relevant projects partners as identified during the inception phase.

Surveys: questionnaires and electronic surveys might be considered, without creating further reporting

Field visits and missions: it is expected that the evaluator(s) will take the opportunity of regional gatherings to meet with country representatives and regional stakeholders **(5.1)**. If visits are deemed necessary, the evaluator will conduct interviews with the interested parties, project partners, national participating Institutions and Government officials. The country selection criteria will be: adequate regional diversity, level of progress of the country, availability and access to a large number of stakeholders.

Evaluation Questions and Tasks

The external evaluation will build on a set of key questions and feedback, which may be expanded by the countries and consultants as appropriate.

The questions may be further elaborated and revised as appropriate during the assignment.

The key users of the evaluation are the UfM Co-Presidency, Secretariat and environment focal points of the 43 UfM Member States as well as relevant international, regional and local stakeholders and partners from civil society, academia, donors and private sector in the Mediterranean.

The evaluation will consider, among other things:

- The implementation and progressive update of the **UfM Environment Agenda, so called [2030 GreenerMed Agenda](#)**;
- An analysis of the 2030GreenerMed Results-Based Monitoring, Reporting and Evaluation Mechanism, including:
 - Its Theory of Change and indicators;
 - The 2022 [GreenerMed Baseline Assessment](#)
 - The 2024 GreenerMed [First Monitoring Report](#)
 - Mapping exercise, keeping track of the projects running in the region.

Further information will be made available by the management and can be collected through countries and stakeholders

- Evaluation of the participatory and knowledge sharing mechanisms in place;
- An assessment of the technical and financial convergence of partners/stakeholders around the set joint priorities promoted by the UfM at Mediterranean level, keeping the focus on the regional dimension, integrating as far as possible information on national developments and where applicable examples at local level;
- Dissemination, capacity building, partnerships and networking opportunities and tools, including the UfM webpage and the specific environment page; social media; events, etc;



- An analysis of the main issues emerged through the above and of interest for any future political deliberations.

Evaluation questions will be developed as part of the inception phase by the consultants in close collaboration with the UfM.

A brief description of the basic phases and activities which would be expected during the evaluation phases, and which can be further elaborated by the consultant.

Phases	Activities
Inception Phase – Desk review of the background documents and existing reviews; focus on the main axes of work for the way forward	<ul style="list-style-type: none"> • Preparation of the strategy and work-plan for the evaluation, including annotated Table of Contents and timeline of activities, and plan for missions and consultations. • Inception mission to UfM, Barcelona (see Section 8.2); • Desk work to analysis the information collected so far, in particular the Review of the Progress in the Implementation of the regional dimension • Add any additional documents, if required; • Finalization of Inception Report, reviewed and cleared by UfM.
Phase 1. Focus on next steps/options for action (including the	<ul style="list-style-type: none"> • Conduct telephone interviews, surveys with Focal Points and key stakeholders; • Missions to events/ countries, identified in Inception phase; • Note on preliminary findings - Zero draft evaluation of the 2021 Ministerial Declaration on Environment and Climate Action, which will contribute towards defining priorities, operational modalities and the work programme post- 2020 (including measures in place to support the transition towards green economy - the so called UfM “green economy package” made of depollution pollution prevention and climate change), ensuring the identification of options for actions).
Phase 2.	<ul style="list-style-type: none"> • Draft Evaluation reviewed with UfM and partners and - shared with UfM Co-Presidencies; • Second mission to UfM, Barcelona, if required; • Presentation and summary report prepared 3-4 weeks in advance of the Med Green Week/ Regional Platform on ENV and CC if applicable.
Phase 3 Final	<ul style="list-style-type: none"> • Presentation of the evaluation/summary report, draft report on the recommendations and discussion of the meeting; • Revision and finalization of the Evaluation, based on the comments received, to be translated in FR and AR. • Final report with annexes and related documents



3. ASSUMPTIONS

- Environment and green/circular/inclusive economy is prioritized at political and technical level in the region;
- Political and economic instability does not affect the transition towards an inclusive, circular green economy

4. SCOPE OF THE WORK

○ Requested services

The service will focus on the mid-term external evaluation of the implementation of the 2021 UfM Ministerial declaration on Environment and Climate Action, with a focus on the environment related part as further outlined in the 2030GreenerMed Agenda.

The evaluation will apply a mixed methods approach, compiling and analysing data and information from different sources including:

Desk review

- Updates on the implementation of the 2030GreenerMed Agenda;
- Compiled contributions provided by 2030GreenerMed supporting programmes and projects within the wider Results Based Monitoring Mechanism, ensuring a homogenous way to assess the inputs provided based on common/standardized template/system with clear monitoring indicators;
- The information provided in relevant UfM publications related to environment topics indicated, available online in the UfM Publications;
- The information on the UfM Web Page on Environment [UfM Environment Agenda \(ufmsecretariat.org\)](https://ufmsecretariat.org/ufm-environment-agenda)
- Other relevant work carried out by the UfM itself or key partners Based on an initial review of the above-mentioned inputs, the contractor is expected to carry out a further desk research and combined analysis based on further literature/reports on the state of the environment in the Mediterranean region

Primary data collection

- Interviews with countries (mainly through the UfM Focal Points via conference calls or in person visits; only if strictly needed, or via questionnaires) and regional stakeholders from civil society, academia and international organizations, to be identified, selected and agreed with the project manager of the contract;
- Maximum 7 trips as per point 5 below and where possible for direct observation at events where countries and stakeholders are attending, to be agreed with the project manager of the contract. Preference would be given to joining regional gatherings or the UfM Regional Platform on Environment and Climate Change or the UfM Working Group on Environment or the Med Green Week 2025.



Information and data collected through desk review and primary data collection will be processed and analysed using adequate quantitative and qualitative methods, and triangulated to formulate findings, conclusions and recommendations.

○ **Required outputs**

The Contractor shall produce:

1. Inception report (detailed proposed methodology and work plan, including options to be assessed with the project manager of the contract); as per table under 7.1
2. First interim report as per table under 7.1
3. Second interim report as per table under 7.1
4. Final report, with all relevant supporting annexes. The contractor will also prepare a separate brief document extracting the recommendations emerging from the mid-term external evaluation, as per table under 7.1

The main deliverables of the evaluation will be:

- The External Mid Term Evaluation itself;
- Summary of the Evaluation (maximum 15 Pages); and
- Power-point presentations with the major findings and recommendations of the evaluation

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 services shall be mainly carried out remotely, including conference calls.

Up to seven short-term missions of max 4 days each, except if additional needs arise and so decided by the project manager of the contract, to exchange and coordinate with countries and stakeholders can be included in the offer. They will be carried out, if and where need be, upon agreement with the project manager of the contract during the implementation of the evaluation and only if the sanitary conditions allow.

5.2. Commencement date & Period of implementation of tasks

The intended commencement date of the contract is on 1st January 2025, upon signature of the contract, and its termination date, the 30th of June 2025.



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.

6.1.1. Experts

Experts have a crucial role in implementing the contract. These terms of reference contain the required key expert profile.

Expert 1.: Team leader/Coordinator

Qualifications and skills

- Education at least up to a university degree (where a university degree has been awarded on completion of four years study in a university or equivalent institution) in environmental and/or green economy related studies, management, policy, sciences, economics, statistics and other relevant fields, equivalent relevant experience and/or or degree relevant to the present assignment.
- Thorough knowledge of English, written and spoken; satisfactory knowledge of French (either as skill or through professional backstopping).
- Further knowledge of Arabic is considered an asset.

General Professional Experience:

- Minimum 10 years of proven experience in a management and/or coordination role in evaluation projects, or any equivalent activity.
- Solid knowledge of green economy, environment and biodiversity related issues.

Specific Professional experience

- Experience in implementing projects of similar nature, e.g., running/coordinating a team of experts in order to organize and elaborate evaluations, strategic assessments, analyses, studies and publications etc.
- Further knowledge of the specific green economy issues in the Mediterranean is considered an asset.
- Proven experience and ability to work with multicultural teams and organizations in the Mediterranean is considered necessary.

The assignment should be carried out by a Team Leader/Coordinator together with a team of experts.



It is up to the Contractor to propose a strong methodology for the elaboration of the work to be carried out by a solid team of experts (*supported by a backstop team, as appropriate*), which can satisfactorily deliver the required tasks and produce the expected deliverables/overall results, namely a throughout external mid-term evaluation of the implementation of the UfM Environment Agenda so called 2030 GreenerMed as operational part of the 2021 UfM Ministerial Declaration on Environment and Climate Action.

The interdisciplinary and multicultural team of experts – including the Team Leader/Coordinator (UfM national) plus experts (preferably from the southern and eastern med) - shall be best composed of experts from different Med sub regions.

The team of experts is expected to have a) complimentary/extensive knowledge of green economy and environment related priority issues in the Mediterranean region, b) experience in carrying out evaluative work, c) language abilities adapted to the tasks to be performed (it is expected a good combination of English, French and Arabic).

In identifying the team, it should be considered that the UfM promotes gender equality and women empowerment.

The experts must be independent and free from conflicts of interest in the responsibilities accorded to him/her.

The contractor shall ensure that all services will be provided and supported by appropriate expertise; methodology and the proposed team will be included in the offer.

6.1.2. Other experts, support staff & backstopping

The Contractor will be responsible for:

- Project backstopping, administration, and financial management
- Provision of the experts and the necessary support staff, as defined in the Terms of Reference
- Quality control and timely delivery of all outputs in line with the agreed work plan
- All support staff and backstopping costs
- All necessary equipment for the team of experts

6.2. Office accommodation

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

6.3. Facilities to be provided by the Contractor

The Contractor shall ensure that experts are adequately supported and equipped. It shall 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 its activities 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, which is to be acquired must be purchased by means of a separate supply tender procedure.

The Contractor is expected to work remotely using its own office equipment; when necessary and requested, the Contractor may work at UfM premises.

7. 7.REPORTS

7.1. Submission & approval of reports

The reports must be submitted in English to the Project Manager. The Project Manager is responsible for approving the reports.

Following the comments received, the Contractor will send a revised version by e-mail, before formally submitting the final version.

The approved version of the final report shall be submitted in two copies (one hard copy plus **one electronic version** (MS Word format) to the Manager in charge. These final versions must be accompanied by the final invoice.

The Secretariat will provide its comments on the submitted Inception, Draft and Final reports, within 10 working days upon receipt according to the above indicated timing.

To summarize, the Contractor shall provide reports as per Table below; payments will be done accordingly:

Name of report	Content	Time of submission
Inception report and Annexes	Inception report (detailed proposed methodology and work plan, including options to be assessed with the project manager of the contract)	Two weeks after TA start
First interim report and Annexes	Status report detailing advancements of activities (stakeholders interviewed/to be interviewed, any update or fine-tuning of evaluation questions, final outline of the evaluation report, any challenges encountered and mitigation measures, etc.)	February 2025
Second interim report and Annexes	Draft evaluation report including emerging findings from the data collection and a first outline of conclusions and potential areas for recommendations, as draft report and presentation, with relevant supporting annexes	April 2025
Final technical Report and brief document with recommendations	Final report, with all relevant supporting annexes. The contractor will also prepare a separate brief document summarizing the major findings and recommendations emerging from the mid external	June 2025 - No later than 15 days before contract closure



	evaluation, together with a Power Point Presentation. These three main final documents – the full document, the document summarizing the main findings and recommendations, the related PPT - are requested in EN, FR and Arabic.	
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Language

The reporting language, as well as all writing communication between the Secretariat and the Contractor, will be in English. The working languages will be English and French (and Arabic, as applicable).