



ADSWAC Project

Strengthening resilience as a means of adaptation to drought and climate change
in communities in South-West Africa
Angola and Namibia

TERMS OF REFERENCE FOR THE MID-TERM EVALUATION OF THE ADSWAC PROJECT

RECRUITMENT OF AN INTERNATIONAL INDIVIDUAL CONSULTANT

[\[CT /OSS/ADSWAC_mid-term evaluation/250325-22\]](#)

March 2025

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1- Project Overview

The transboundary corridor between southern Angola’s Cuando Cubango province and northern Namibia’s Okavango/Kavango region is characterized by hyper-arid, arid, and semi-arid drylands. This fragile region faces increasingly severe climate impacts, including rising temperatures, erratic rainfall, and extreme weather events such as floods and droughts, which disrupt ecosystems and exacerbate socio-economic vulnerabilities for its communities.

In response to these challenges, the Resilience Building as Climate Change Adaptation in Drought-Struck Southwestern African Communities (ADSWAC) project was initiated. The project aims to enhance the adaptive capacity and resilience of communities across the cross-border region. Anchored in the climate change policy framework of the Southern African Development Community (SADC) and its water sector adaptation strategy, ADSWAC focuses on strengthening regional climate risk management, promoting climate-resilient agricultural and water management practices, and improving food security.

The ADSWAC project is financed by the Adaptation Fund and implemented by the Sahara and Sahel Observatory (OSS), in collaboration with regional and national partners. The project is executed in Angola by Ajuda de Desenvolvimento de Povo para Povo (ADPP Angola) and in Namibia by Development Aid from People to People (DAPP Namibia), in partnership with the Ministries of Environment, Agriculture, and Water & Energy of both countries.

Launched in March 15th, 2022, the project, is now in its third year of implementation. This Mid-Term Evaluation is designed to assess the project’s progress and performance against its objectives, logical framework, activities, and budget. The evaluation will analyse key aspects of the ADSWAC project to date, including relevance, effectiveness, efficiency, and sustainability. It will also identify lessons learned and provide actionable recommendations to guide the project during its remaining period.

The evaluation process will be conducted by an independent external consultant and managed by OSS, in collaboration with the Regional Executing Entity and National Executing Entities. The consultant will use a participatory approach, engaging stakeholders at all levels to ensure comprehensive insights and promote knowledge exchange. Both qualitative and quantitative evaluation methods will be utilized to assess progress against expected results, impacts, and risks that may influence the achievement of project objectives.

2- Project Background and Components

Country	Angola, Namibia
Project Title	Strengthening resilience as a means of adaptation to drought and climate change in communities in South-West Africa Angola and Namibia – ADSWAC
Financial Partner	Adaptation Fund – AF
Implementing Entity	Sahara and Sahel Observatory (OSS)
Executing Entities	Regional Executing Entity: <ul style="list-style-type: none"> Ajuda de Desenvolvimento de Povo para Povo (ADPP Angola) National Executing Entities: <ul style="list-style-type: none"> Angola: ADPP Angola Namibia: Development Aid from People (DAPP Namibia)
Budget	USD 11,941,038
Period	March 2022- March 2027

The ADSWAC project aims to enhance the adaptation capacity and the resilience of communities to climate change impacts and variability, especially drought, in the transboundary region between Angola and Namibia.

More specifically, the ADSWAC project has set specific objectives of:

- Enhancing local, sub-national and regional capacities to adapt and respond to climate change risks in the cross-border area of Angola and Namibia;
- Building organizational and technical capacity for climate-resilient production and water management and;
- Improving food security in response to climate change impacts amongst rural and vulnerable communities in Cuando Cubango Province and the Regions of Kavango East and Kavango West.

To achieve these specific objectives, the ADSWAC project is based on three main components:

Component 1: Strengthening awareness, knowledge and capacity to adapt to climate change and variability at community-, district-, national and regional level;

This component addresses gaps in climate change adaptation knowledge and capacity across community, district, national, and regional levels in Northern Namibia and Southern Angola. Key objectives include raising awareness of climate risks and fostering ownership of adaptation processes among targeted communities and strengthening institutional capacities at multiple levels to address climate variability, particularly in the agriculture and water sectors. Activities involve the establishment of Climate Change Action Centres (CCACs) as central hubs for coordination, implemented in collaboration with local and national authorities, traditional leaders, and project teams.

Component 2: Organizational and technical learning for climate-resilient production and water management

Focusing on agriculture and water as critical sectors for livelihoods and food security, this component aims to strengthen and institutionalize community-level capacities to adapt to climate change. Key actions include forming and empowering producer organizations (POs) and water user associations (WUAs) and promoting climate-resilient agricultural practices. These groups, established in partnership with extension workers and national authorities, will drive the implementation of adaptation activities and ensure their sustainability.

Component 3: Improving resilience of ecosystems and livelihoods through the implementation of community adaptation actions to improve food security in response to climate change and variability.

This component delivers tangible outcomes to improve food security and climate-resilient livelihoods in the target regions. Activities, implemented in partnership with POs, WUAs, and local authorities, focus on drought mitigation and addressing climate impacts in agriculture and water sectors. Key outputs include improving water access during dry periods, climate-proofing agricultural practices and diversifying livelihoods, and enhancing livestock management to withstand climate challenges.

3- Approaches and Methodology

The Mid-Term Review (MTR) will adopt a mixed-method approach, combining qualitative and quantitative evaluation techniques to ensure a comprehensive assessment. The methodology will be finalized in consultation with project stakeholders, aligning with the Terms of Reference and available budget. The evaluation will focus on relevance, effectiveness, efficiency, impact, and sustainability.

The key methodological steps will include but not limited to:

- 1) Desk Review
 - Project proposal, logical framework, implementation plans...;
 - Annual workplans and budgets i.e., contracts, procurement data....
 - Financial and technical reports.
 - Steering Committee and stakeholder meeting reports.
 - Review alignment with regional policies and international climate adaptation framework.

2) Stakeholder Consultations

- conduct semi-structured interviews and focus group discussions with key stakeholders, including but not limited to:
 - Project implementing partners (OSS, ADPP Angola, DAPP Namibia).
 - National and local government authorities.
 - Beneficiary communities, including marginalized and vulnerable groups.
 - Climate adaptation experts and funding entities.
- Ensure gender-sensitive and inclusive participation using Free, Prior, and Informed Consent (FPIC) principles.

For stakeholders unavailable for in-person meetings, electronic consultations will be conducted through teleconferences, online meetings, or written feedbacks.

3) Field visits and data collection

- Conduct site visits across project areas in Angola and Namibia.
- Administer structured surveys to collect primary quantitative data on project impact.
- Observe project interventions (e.g., Climate Change Action Centers, water and agriculture initiatives).
- Utilize participatory techniques such as Most Significant Change (MSC) stories to capture community-level impacts.

4) Data Analysis and Triangulation

- Combine quantitative data (e.g., survey statistics, financial expenditures) with qualitative insights (stakeholder interviews, case studies).
- Use comparative analysis to assess progress against baseline indicators outlined in the ADSWAC logical framework.
- Identify key trends, strengths, challenges, and areas for course correction.

5) Chronogram of Activities

The MTR will follow a structured workplan, highlighting the different phases including the different activities and consultations, ensuring all activities are completed within four (04) months.

This structured approach will ensure that the MTR captures a comprehensive evaluation of the project, identifies areas for improvement, and provides actionable recommendations for the remainder of the project duration.

4- SCOPE OF WORK

The MTE of the ADSWAC project will be conducted by an independent consultant, this evaluation will adopt a participatory approach, engaging key stakeholders throughout the review process. By employing both quantitative and qualitative methodologies, the evaluation will comprehensively assess the project's achievements against its expected outcomes and impacts, while also identifying risks, sustainability and propose corrective measures and updates if and where necessary.

The assessment will focus on the following categories:

1. Project strategy

a) Project design and relevance

- Examine the impact of any incorrect assumptions or changes in context on the achievement of project results, as set out in the project document;
- Assess the relevance of the overall approach to the project objectives;
- Assess the design of the project and the coherence of its strategies and activities, as well as the interconnections between the components;
- Examine the relevance of the project strategy, ensuring it offers the most effective means of achieving the expected/targeted results and incorporates lessons learned from other relevant projects into the implementation;

- Assess whether the development of the project and the immediate objectives, specific results and activities carried out by the project are in line with the needs and expectations of the beneficiaries;
- Examine how the project addresses the priorities of the countries and their ownership;
- Review the decision-making processes and mainly whether the views and opinions of the various stakeholders are considered during the execution of the project;
- Identify recommendations if and where necessary on major areas of concern.

b) Results Framework/Logical Framework

- Assess the progress made to date is in line with the project results and has led or could in the future assist to catalyse beneficial development outcomes (i.e., income generation, gender equality and women's empowerment, improved governance, etc.);
- Check whether the objectives and results or components of the project are clear, practical and achievable within the given time frame;
- Ensure that the broader development, environmental, social and gender aspects of the project are effectively monitored.

2. Progress towards results

- Review logframe indicators against progress towards end-of-project goals;
- Compare and analyse the monitoring of the results of the Adaptation Fund (AF) in the project performance report as well as the baseline situation prior to Mid-Term;
- Identify the current obstacles hindering achievement of the project objective and propose interventions;
- Assess whether the project is oriented towards achieving the expected impacts and evaluate the effects of the program, both intended and unintended, positive or negative, in the short term and long term.

3. Project implementation

a) Management methods

- Review the overall effectiveness of project management as indicated in the project document, considering any changes made and their effectiveness.
- Assess whether responsibilities and reporting lines are clear, and if decision-making is transparent and timely, with recommendations for improvement;
- Assess the effectiveness of the institutional set-up and management structures at the national and regional levels, including the need to strengthen the PMUs or establish additional focal points;
- Review the quality of implementing partners and provide recommendations for improvement.

b) Work planning

- Review delays in project start-up and execution, identify causes and review whether they have been resolved;
- Assess whether work planning processes are results-oriented. Otherwise, suggest alternative solutions to reorient the planning according to the expected results;
- Review the use of the project's results framework/logframe as a management tool and review any changes that have been made to it since the start of the project.

c) Finance

- Examine the financial management of the project, with particular attention to the cost-effectiveness aspect of the project interventions;
- Assess options for changes to budget allocations and review the appropriateness and relevance of such revisions;
- Verify financial controls, including reporting and planning, that enable informed budget decisions and smooth use of funds.

d) Project-level monitoring and evaluation systems

- Review and assess the monitoring tools currently in use. Evaluate if additional tools are needed and how to make them more participatory and inclusive;

e) Stakeholder Engagement

- Analyse the project management approach, assessing whether it has developed and leveraged necessary and appropriate partnerships with both direct and indirect parties;
- Assess the participatory approach and national ownership, evaluating whether local and national government actors support the project objectives and continue to play an active role in project decision-making that ensures effective and efficient implementation;
- Evaluate the extent to which stakeholder engagement and public awareness have contributed to progress toward achieving project objectives;
- Identify and analyse all raised grievances and the applied process to address them, assessing the efficiency and accessibility of the Grievance Redress Mechanism;
- Verify whether the Executing Entities consider the FPIC process during consultative meetings and community mobilization, and whether the selection criteria incorporate FPIC process recommendations and are gender inclusive.

f) Reports

- Assess how management changes made were reported and shared with relevant stakeholders;
- Assess the extent to which project teams and partners are undertaking and fulfilling Adaptation Fund reporting requirements;
- Assess how lessons learned from the management process have been documented, shared with key partners and internalized by partners.

g) Lessons learned*- Climate Resilience Measures*

- Evaluate the key lessons learned, both positive and negative, from the implementation of climate adaptation measures, with a focus on their relevance to the design and execution of future projects and programs aimed at strengthening resilience to climate change.
- Assess the scalability and replicability of the climate resilience measures implemented, assessing their potential for broader application both within and beyond the project area to maximize impact and sustainability.

- Concrete Adaptation Interventions

- Assess the key lessons learned, both positive and negative, from the implementation of concrete adaptation interventions, emphasizing their relevance to the design and execution of future projects and programs.
- Assess the scalability and replicability of the concrete adaptation interventions, assessing their potential for broader application both within and beyond the project area to enhance resilience and sustainability.

h) Communications

- Review the project's internal communication with stakeholders, assessing whether communication is regular and effective, if any key parties are excluded, and whether feedback mechanisms are in place. Evaluate if this communication contributes to stakeholders' awareness of project results and activities, and their investment in the sustainability of these outcomes;
- Examine the external communication of the project, evaluating whether appropriate communication channels have been established to convey the project's progress and expected impact to the public (e.g., web presence, awareness campaigns).

i) Knowledge Management

- Examine the role of existing information, data, and knowledge in shaping project development and implementation, identifying the specific types of resources utilized and their impact on decision-making.
- Assess the effectiveness of knowledge dissemination efforts, evaluating how relevant information has been shared with stakeholders and the channels used to facilitate its accessibility and uptake.
- Determine the extent to which established learning objectives have been achieved, measuring their success in enhancing project outcomes.
- Identify challenges encountered in accessing or retrieving critical data and knowledge, providing recommendations for improving availability and streamlining access to essential information.
- Assess the contribution of learning objectives to project outcomes, demonstrating their influence on effectiveness, scalability, and long-term sustainability.

j) Innovation

- Assess the innovative practices and technologies that were instrumental in the project's success, assessing their role in enhancing efficiency, resilience, and sustainability.

k) Complementarity/ Coherence with other climate finance sources

- Assess whether the project has been developed from or built on another climate finance initiative.

l) Gender

- Examine the extent to which gender issues have been considered in the implementation of the project;
- Assess the positive and negative effects of the project on gender equality.

m) Grievance mechanism

- Assess the efficiency of the Grievance mechanism in place to receive and address stakeholder comments and questions in a timely manner and provide further information on compensation and livelihood restoration measures to the people affected by the project activities. The mechanism should give special attention to women and members of vulnerable groups to ensure that they have equal access to grievance redress procedures.

n) Risks

- Assess the risks that have hindered the proper execution of project activities and the measures that have been taken by the executing entities to overcome them;
- Examine the impacts of the pandemic/virus on the progress of project activities and the methods of managing regional actions with all the health restrictions imposed.

4. Sustainability

- Validate whether the risks identified in the project document are appropriate and up-to-date. If not, explain why;
- Assess the existence of financial, institutional, socio-economic, and/or environmental mechanisms for sustaining project results after the end of external support.

a) Financial risks

- Evaluate current financial planning for long-term project sustainability.
- Identify potential funding gaps once Adaptation Fund support ends.
- Assess the feasibility of income-generating activities linked to project initiatives (e.g., climate-resilient agriculture, water management services).

b) Socio-economic risks

- Review the extent of community participation and local ownership.
- Identify challenges that may affect continued engagement (e.g., economic barriers, governance issues).
- Evaluate the role of women, youth, and marginalized groups in sustaining project outcomes.

c) Risks related to the institutional framework and governance

- Analyse the project's integration into national and local governance frameworks.
- Evaluate the capacity of local authorities and executing partners to sustain activities post-project.
- Review coordination mechanisms between Angola and Namibia for cross-border resilience initiatives.

d) Environmental risks

- Analyse the project's alignment with environmental conservation strategies.
- Assess risks posed by climate variability and future extreme weather events.
- Review ecosystem-based adaptation strategies implemented by the project.

MAIN CONSULTATIONS AND RECOMMENDATIONS

1. *The Mid-Term Evaluation team should include a section of the report presenting conclusions based on the findings.*
2. *Recommendations should be concise suggestions for critical interventions that are specific, measurable, achievable, actionable and relevant.*
3. *A table of recommendations should be included in the summary of the report (including responsible parties and deadlines for implementation).*

RATING

The consultant will provide the rating of the project results and brief descriptions of the associated achievements in a summary table in the executive summary of the report.

5- Expected Deliverables and Schedule**1. Deliverables**

1. Inception report of the Mid-Term Evaluation containing the evaluation framework, refined Mid-Term review objectives, detailed evaluation methodology, work plan and logistical arrangements for field visits;
2. Workshop(s) reports with stakeholders;
3. Reports and PowerPoint presentation with key findings and draft recommendations during data collection and field visits;
4. Draft Mid-Term Evaluation report in English: draft report (using the content guidelines described in the annex);
5. Final Mid-Term Evaluation report in English: finalize the report with stakeholder comments and projects management unit's responses;

All deliverables are subject to validation by OSS in accordance with the schedule of tasks entrusted to the evaluator.

2. Schedule

Phase	Description	Number of Man days
0	Project desk review – related documents	4
1	Drafting and submission of the inception report	4
2	Data collection, meetings, consultations and field visits	17
3	Report of main findings and draft recommendations during field visits	7
4	Draft Mid-Term Evaluation report	5
5	Final report of the Mid-Term Evaluation	3
Total		40

6- MANAGEMENT ARRANGEMENT, FORMAT AND TIMETABLE

1. Institutional arrangements

- OSS will be responsible for managing the Mid-Term Evaluation. Thus, therefore responsible for contracting the consultant.
- The Executing entities (at national and regional level) and the OSS will be responsible for providing all relevant documents, organize interviews with stakeholders and support the logistics for the field visits.
- During the field visits the EEs will make available, the project vehicle as support in transportation within the project sites. The consultant will be responsible to cover all the other expenses related to his mission to the project area including the health insurance.

2. Quality report requirements

Recommendations quality in the assessment report should meet the following criteria:

6. Recommendations based on the findings and conclusions of the report;
7. Recommendations should be clear, concise, constructive and relevant to the intended user;
8. Recommendations should be realistic and achievable (including responsible parties and timelines for implementation).

3. Timeframe

The work on the MTE should begin on March, 2025 for a period of 04 months.

4. Duty station

The assignment will take place between Angola and Namibia and will involve travel to the project areas. The detailed location of the project execution sites will be provided during the start-up phase of the consultancy.

7- Required Skills and Qualifications

The consultant should have the following expertise and qualifications:

- Have at least a Master's degree in agricultural sciences, environment, natural resource management, social sciences or other closely related fields;
- Significant experience (10 years or more) in fields related to agriculture, environment, climate change, natural resource management, EWS in similar regions;

- At least 3 relevant references in designing and/or implementing projects related to climate change, resilience/adaptation and/or sustainable development;
- At least 2 relevant references in project evaluation/review;
- Specific experiences that demonstrate knowledge of the cycle of a project financed by a global fund such as the adaptation fund, the global environment fund, the green climate fund, others are an asset;
- Understanding of the development context of the project countries would be a clear advantage;
- Excellent English (oral communication and report writing); Portuguese language skills are considered as a plus;
- Excellent report writing and analytical skills;
- Excellent communication and interview skills;
- Proven ability to deliver quality results within strict deadlines.

NB: The consultant must not have been involved in designing, executing or advising on the Project that is the subject of the review. This is to ensure objectivity and to avoid a real or a perceived conflict of interest. Therefore, the consultant that make up the mid-term should not have been involved in the preparation of the project concept or the Project Document or in the execution of any project activities

8- Level of effort and duration of service

The overall estimated level of effort is **40 Man/days** spread over **120 calendar days**.

9- Payment Terms

Payment will be made by the OSS to the account indicated by the consultant when deliverables are submitted and validated.

Payment for the consultation will be made as follows:

Expected products	deadlines	Payment details
Deliverable 1 The Mid-Term Evaluation inception report detailing the methodology to be adopted	10 days after the start-up meeting	15% of the contract amount upon approval
Deliverable 2: Report of main findings and draft recommendations during field visits	65 days after receipt of the deliverable 1	25% of the contract amount upon approval
Deliverable 3: draft version of the Mid-Term Evaluation report in English	25 days after receipt of the deliverable 2	35% of the contract amount upon approval
Deliverable 4: the final report of the Mid-Term Evaluation and a Summary of the report in both English and French?	20 days after receipt of the deliverable 3	25% of the contract amount upon approval

NB:

- The evaluation of these different reports will be done internally by experts from the OSS secretariat.
- Evaluation time is not included in the contractual deadlines.
- The payments of each tranche will only be made after submission and validation of each deliverable.

10- Application terms and deadline

1. Application package

Candidates are invited to submit applications which should include a technical and a financial offer.

Technical offer:

The technical offer must include the following elements:

- A declaration on honour duly completed and signed as indicated in annexe 2
- A Signed and detailed curriculum vitae of the expert (using the OSS template: [\[OSS CV template\]](#)) with the contact details of 3 clients for whom the consultant has provided similar service indicating scope and amount;
- Methodological note (5 pages maximum) describing the approach to be used by the consultant for the execution of the mission including a work program which specifies the activities, dates and schedule;
- **Financial offer:**
 - The financial offer must include among others: daily rate; air tickets, accommodations etc.
 - The financial offer must be presented in USD excluding taxes, according to the following model:

Description	Number of M/d	Honorary /day (USD)	Total (USD)
Consultancy Fees			
Logistics fees			
Air Tickets	Lump sum		
Accommodation	Lump sum		
Total			

The project document can be downloaded via the Adaptation Fund website https://fifspubprd.azureedge.net/afddocuments/project/12101/12101_Amended-Signed_OSS_RIE_%20Regional%20ProjectAngolaNamibia-Full%20Proposal_V3-2021_April_26.pdf

2. Submission deadline

Complete applications should be submitted by email to the following address: procurement@oss.org.tn, at the latest on April 18th, 2025, at 23:59 (Tunis Time) with the following reference in the subject line:

[CT /OSS/ADSWAC_ mid-term evaluation/250325-22].

Interested candidates must submit all the documents described in the point entitled "application file" for the eligibility of their applications. Applications from women are encouraged.

Requests for clarification should be sent at least ten (10) days before the deadline for submission of offers to the following email addresses: khaoula.jaoui@oss.org.tn.

11- Evaluation Method

The offers of the consultant will be evaluated based on the combined scoring method:

- Technical qualifications (100 points max.) weight: 70%
- Financial offer (100 points max.) weight: 30%

A two-stage procedure will be used in evaluating the offers, with evaluation of the technical qualifications being completed prior to any financial bid being compared. Only the financial bids of applicants who passed the minimum technical qualifications score of 70 points will be evaluated.

Criteria for evaluation of technical qualifications score

Technical evaluation criterion	Highest possible technical qualifications score
Consultant CV	60
Master's degree in agricultural sciences, environment, natural resource management, social sciences or other closely related fields: 5 POINTS OTHERWISE: 0 POINTS	5
Significant experience (10 years or more) in fields related to agriculture, environment, climate change, natural resource management, EWS in similar regions; <ul style="list-style-type: none"> • 10 years (minimum required): 05 points • More than 10 years but less than 15 years: 10 points • 15 years and more: 15 points 	15
Number of references in designing and/or implementing projects related to climate change, resilience/adaptation and/or sustainable development; <ul style="list-style-type: none"> • 3 references: 05 points • 1 point for every additional reference: maximum 5 points 	10
Number of references in project evaluation/review; <ul style="list-style-type: none"> • 2 refs (minimum required): 05 points • 3 refs and more: 10 points • 1 point for every reference: maximum 5 points 	15
Number of references that demonstrate knowledge of the cycle of a project financed by a global fund such as the adaptation fund, the global environment fund, the green climate fund, others are an asset; <ul style="list-style-type: none"> • 2 refs: 5 POINTS • OTHERWISE: 0 POINTS 	5
Number of references of work in the SADAC region; <ul style="list-style-type: none"> • 2 points / ref 	10
Methodology: Assessment of the methodological note and the execution schedule by the evaluation committee: clarity of approach, coherence and response to the mission's deadlines	40
Have the important aspects of the task been addressed in sufficient detail according to the guidance in the ToRs	20
Is the presentation clear and is the sequence of activities and planning logical, realistic and does it ensure effective project delivery	20

ANNEX 1 - Content Guidelines Report (for information)

This document serves as a template for Content Guidelines Reports, providing a structured outline to ensure consistency and comprehensiveness in reporting.

1. Acronyms and Abbreviations

This section provides a comprehensive list of the acronyms and abbreviations used throughout the document to ensure clarity and consistency for the reader.

2. Executive Summary

The executive summary offers a concise overview of the evaluation, highlighting the purpose, approach, and key findings of the project. It serves as a snapshot of the document for stakeholders who may not read the full report.

3. Background and Introduction

This section provides the context and foundational overview of the project under evaluation. The background introduces the broader circumstances and justification for the project's inception. The introduction to the project delves into the specific aims and structure of the project, with project objectives clarifying the targeted outcomes and project components and budget outlining the operational framework and allocated resources. The mid-term evaluation purpose and scope set the stage for the evaluation, detailing its objectives, boundaries, and importance in assessing project progress and effectiveness.

4. Approach and Methodology

This section explains the strategies and tools employed during the mid-term evaluation to gather and analyse data systematically. It defines the methodological framework used to ensure a robust and reliable assessment.

5. Mid-term Evaluation Findings

The findings from the evaluation are presented under various themes, starting with project design and relevance, where design evaluates the project's conceptual framework and relevance assesses its alignment with stakeholder needs. Efficiency addresses operational effectiveness, examining aspects such as implementation strengths and challenges, project planning and reporting, and financial planning and management, among others. Topics like communication and outreach, environmental and social safeguards, and risk management further illustrate how well the project has managed diverse operational areas. Project effectiveness focuses on achieving outputs and outcomes against pre-established targets, while sustainability considers factors influencing long-term impact and risks. Finally, lessons learned summarize key insights and takeaways from the evaluation process.

6. Summary of Key Findings

This section consolidates the critical insights from the evaluation, drawing attention to the most impactful and relevant findings that emerged.

7. Project Rating

The project's performance is assessed and rated based on various criteria, providing an objective measure of its success and areas requiring improvement.

8. Recommendations

Based on the findings, this section provides actionable suggestions and strategies to enhance the project's implementation and ensure sustainability in the long term.

9. Conclusions

This final assessment synthesizes the overarching conclusions drawn from the mid-term evaluation, offering a succinct reflection on the project's progress and areas for improvement.

10. References

A list of sources and materials consulted throughout the evaluation process is provided for credibility and transparency.

11. Annexes

Supporting documents are included in the annexes to enrich the evaluation. These comprise extracts from the Terms of Reference, a record of interviews conducted, and sample interview questions. Additional annexes on key analysis techniques, financial status, and the rating scale provide supplementary insights and detailed documentation.

ANNEX 2 - Sample Declaration on Honour

DECLARATION ON HONOUR

Purpose of the call for tenders:

I, the undersigned (name and surname):-----

Nationality: -----

Acting in the capacity of: -----

Corporate name: -----

Address: -----

Registered in the trade register under the number-----on -----at -----

Fiscal number:-----

Declare on the honour that:

1. I have never been in receivership nor subject of any legal proceedings for any reason whatsoever,
2. I commit not to make use, by myself or through an intermediary, of practices that could be described as embezzlement, fraud or corruption in the various procedures for procurement, management and execution of this contract,
3. in the case that my offer is accepted, I commit to respect the procedures in force at the OSS and the obligation of confidentiality and professional secrecy for all facts and/or information that I may have to know.

I certify the accuracy of the information given in this declaration and in the documents provided in my offer,

I certify that I am not related to any person receiving any remuneration from the OSS,

I acknowledge that I am aware that any inaccuracy or error and any failure to comply with the conditions of participation in my offer will result in the rejection of my application.

Done at On.....

Signature and stamp of the legal representative of the consulting firm or the consultant

