



TENDER ANNOUNCEMENT

Service description	Final External Evaluation of the Southeast Europe (SEE) Regional Programme on Strengthening the Capacity of Anti-corruption Authorities and Civil Society to Combat Corruption and Contribute to the UNCAC Review Process
Duty Station	Home based with travel to SEE Region
Type of service	External Evaluation – Consultancy
Language	English
Eligibility	Team of physical persons or a legal entity
Contract type	Service Contract
Maximum allocated budget	27.000 EUR
Application deadline	October 20 th , 2019 (midnight Central European Time)
Expected starting date	ASAP / November 4 th , 2019
Expected ending date	February 28 th , 2020
Applications to be submitted to	vacancy@rai-see.org

1. BACKGROUND AND JUSTIFICATION

Regional Anti-corruption Initiative (hereinafter: RAI) is a permanent regional intergovernmental organization established in 2000 comprised of nine member countries from South East Europe: Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Moldova, Montenegro, North Macedonia, Romania and Serbia. RAI's mission is to lead regional cooperation to support anti-corruption efforts by providing a common platform for discussions among governments and civil society through sharing knowledge and best practices. RAI Secretariat is based in Sarajevo and it serves as the center for regional anti-corruption cooperation in South East Europe (SEE) through coordination, facilitation and dissemination of best practices and lessons learned. Secretariat tailors its activities to directly support the efforts of member countries to achieve the objectives stipulated in their anti-corruption agendas and strategies, as well as to meet European and International standards and requirements related to anti-corruption.

RAI Secretariat in cooperation with the United Nations Office and Drugs and Crime (UNODC) is currently implementing the Southeast Europe Regional Programme on Strengthening the Capacity of Anti-corruption Authorities and Civil Society to Combat Corruption and Contribute to the UNCAC Review Process (hereinafter: "the Regional Programme"). The Regional

Programme commenced in December 2015 and will end in May 2020¹. Regional Programme budget is EUR 1 million and is almost entirely funded from Austrian Development Agency with minimal contributions from other donors. It is implemented in Albania, Bosnia and Herzegovina, Kosovo*, Moldova, Montenegro, North Macedonia and Serbia. Certain Regional Programme outcomes also include beneficiaries from Bulgaria, Croatia and Romania. Regional Programme components are jointly implemented by partners RAI and UNODC and as such will be subject of Final External Evaluation.

The Regional Programme has 6 key outcomes:

- (1) At least three beneficiary countries will have introduced or have strengthened their corruption risk assessment mechanism.
- (2) At least three beneficiary countries will have introduced or have strengthened their mechanism for anti-corruption assessment of law (corruption proofing of legislation).
- (3) A regional framework for cooperation on data exchange in asset disclosure and conflict of interest will be strengthened.
- (4) Some 75 Civil Society Organizations (hereinafter CSOs) and relevant stakeholders from the SEE region have an increased knowledge of UNCAC and capacity to contribute meaningfully to the ongoing review, as well as their ability to conduct related training in their country or region.
- (5) CSOs from SEE region have increased their skills and resources to work in partnership with the private sector in the UNCAC review process and to raise awareness at the local, regional and international level through UNODC campaigns and advocacy material.
- (6) CSOs from SEE region have enhanced their networks contributed to the review process in an open and constructive dialogue with their government, facilitated by the creation of a virtual regional knowledge management hub and active participation in intergovernmental meetings.

The direct beneficiaries of the Regional Programme are 23 national ministries and anti-corruption bodies, as well as 75 CSOs. The Regional Programme promotes gender equality and social inclusion in all of its objectives.

The Regional Programme outcomes were developed jointly between RAI and UNODC and their respective expertise, whereas RAI Secretariat leads implementation of the Outcomes 1, 2 and 3, and UNODC leads implementation of Outcomes 4, 5 and 6.

This Final External Evaluation will be the only evaluation conducted for the Regional Programme.

2. PURPOSE OF THE ASSIGNMENT

The purpose of this Final External Evaluation of the on-going Regional Programme is twofold: accountability and learning. The independent evaluation will provide evidence for results achieved and challenges faced during the implementation period, and help Partners reflect and improve the future efforts.

Thus, the findings and recommendations will feed into preparation of the next phase of the Regional Programme currently under development by the Partners, RAI and UNODC. Specifically, the External Evaluation should inform the drafting of the proposal document for

¹ Subject to approval of the Request for non-cost Extension by Austrian Development Agency.

* This designation is without prejudice to positions on status, and is in line with UNSC 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

the next phase of the Regional Programme. The next phase of the Regional Programme is anticipated to commence in the first part of 2020.

The Partners will disseminate the Final Evaluation Report to the beneficiaries of the Regional Programme and the Donor (Austrian Development Agency). Summary Evaluation Report will be published on RAI web site and social media.

3. OBJECTIVE OF THE ASSIGNMENT

Under the relevant OECD/DAC evaluation criteria, the main objective of the External Evaluation is to assess the Regional Programme relevance, effectiveness and efficiency of the outcomes, as well as the applied theory of change, prospects of sustainability, gender mainstreaming, social inclusion and partnership between the Regional Programme Partners.

The External Evaluation will be conducted in accordance with the Guidelines for Project and Programme Evaluation issued by Austrian Development Agency¹. The following criteria will guide the formulation of evaluation questions:

Relevance: Assessing the extent to which the Regional Programme is in line with national strategies and priorities, and the needs of direct beneficiaries. This assessment should include analysis of any risk mitigation measures taken, contextual changes and challenges that occurred or anticipated at political, security, environmental and social levels etc.

Proposed evaluation questions would be:

- How well did the Regional Programme design and implementation adjust to changing circumstances in the South East Europe over its lifetime?
- To what extent are the objectives of the Programme in line with the national strategies and priorities?
- Did the Partners understand the pre-conditions that would have ensured that the change is sustainable and long-term?

Effectiveness: Assessing the extent to which the planned outputs lead to the intended outcomes. Providing an analysis of the operating environment and the variables and factors that affected or could possibly affect the achievement of intended outcomes. Analyzing to what extent the project activities have made a tangible difference for the target beneficiaries and institutions.

Proposed evaluation questions would be:

- What were the major factors which influenced the achievement or non-achievement of the Programme?
- Were the capacities of the beneficiaries prepared for accepting the new IT tools?
- To what extent are the beneficiaries capable and prepared to maintain the positive effects of the development interventions without support in the long term?
- Did the generated regional dialogue have an impact on change process, and to what extend?

Efficiency: Assessing whether the project delivered its planned outputs and if they have been achieved in a cost efficient and timely manner; assessing whether sufficient and appropriate financial and human resources were allocated to achieve the expected results.

¹ ADA Guidelines for Project and Programme Evaluation:
https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/EN_Leitfaeden_Evaluierung.pdf

Proposed evaluation questions would be:

- Was the Programme timeframe and budget realistic?
- Was the Programme team adequate to deliver the implementation process?
- Has the cooperation among Programme partners been successful?

Cross-cutting themes: Assessing the human rights based approach of the Regional Programme – HRBA that is a guiding principle of all ADA interventions. Particular regard would be given to the promotion of gender equality and social inclusion.

Proposed evaluation questions would be:

- Did the Regional Programme safeguard an inclusive participation and equal representation?
- Has the multi-stakeholders dialogue on policies discussion and development improved?
- Has the Regional Programme been focused on identification and reduction of existing barriers?

4. DELIVERABLES AND DEADLINES

The Evaluator is expected to deliver number of deliverables in three phases as presented below:

Inception Phase – Desk Phase 1:

At the outset of the exercise, the Evaluator needs to acquire as complete as possible comprehension of the operating context. This includes the political and social situation, governance issues, etc.

The Evaluator needs to undertake the review of project documents and other related documents, such as progress reports, expert reports and analysis, etc. The final list of documents to be reviewed will be agreed upon at the outset of the evaluation, bearing in mind the scope and timeframe of the assignment.

The Evaluator will conduct a limited number of preliminary (remote) interviews with the relevant Regional Programme staff and experts.

Furthermore, the Evaluator will:

- Develop the Evaluation Questions and Indicators;
- Propose a sampling approach for beneficiaries and stakeholders to be interviewed considering the temporal and thematic scope of the evaluation and the available budget;
- Develop a tentative evaluation work plan, inclusive of all evaluation phases and deliverables;
- Design key data collection tools and undertake a thorough review of existing data relevant to the Regional Programme;
- Finalize the list of people to be interviewed. The list will comprise: name, title, institution and jurisdiction of potential interviewees.

At the end of this phase, an Inception Report will be delivered, describing the Regional Programme background, situational analysis, the detailed methodological approach, the evaluation questions and indicators, based on reviewed documents and preliminary interviews. It will also include an action plan for next phases of the evaluation, a complete list of documents reviewed/people interviewed, and a preliminary schedule for the planned meetings. The Inception Report will be no longer than 10 pages (excluding annexes).

Prior to proceeding to the next phase, the Inception Report shall be approved by the Regional Programme Partners.

Field Phase – Phase 2:

The Evaluator will seek additional information in the field to complement the inception, data collection and analysis. This will entail in-country data collection and analysis - Approximately 10 working days spent in the SEE Region – minimum 3 beneficiary countries, to capture additional data from the Regional Program beneficiaries and stakeholders.

Synthesis Phase – Phase 3:

Evaluation Report writing and dissemination: A draft Evaluation Report will be prepared and shared with relevant Regional Programme staff for review and feedback. It will include final answers to the Evaluation Questions and related findings, conclusions, and recommendations (lessons learned). The causality link between findings, conclusions and recommendations must be clearly detectable. The draft Evaluation Report including an executive summary and all relevant annexes will be submitted for approval as stipulated below.

Outline of Evaluation Report (maximum 40 pages, excluding annexes) should contain the following sections:

- I. Executive Summary (2-3 pages)
- II. History and overview of the Programme
- III. A situation analysis
- IV. Evaluation purpose, methodology and limitations
- V. Findings (Structured as per the Evaluation Questions)
- VI. Conclusions, and recommendations
- VII. Annexes: Evaluation Questions/Indicators and related answers/raw data collected (i.e. the data collection sheets); project ToRs; Impact Diagrams; Evaluation Matrix; itinerary; map; overview of data/documents reviewed; list of people interviewed, etc.

The Draft Evaluation report will be presented to the Regional Programme Partners RAI and UNODC in a teleconference.

Phase/Deliverables	Tentative due dates	Estimate number of working days
Inception Phase – Desk Phase 1 Desk Study Inception Report delivery (max 10 pages) Inception Report approval	By 15 th December 2019	20
Field Phase – Phase 2 Field visit to minimum 3 Regional Programme beneficiary countries. Conducting at least 10 interviews with beneficiaries and 5 with stakeholders in each country. Conducting other in-country data collection.	By 7 February 2019	15

Synthesis Phase – Phase 3 - Preparing the Draft Final Report - Presentation of Draft Final Report to Programme Partners (tele-conference) - Final Report submitted for approval - Final Report Approved	By 28 th February 2020	15
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5. FINANCES

Applicants shall send a financial proposal based on a Lump Sum Amount. The total amount quoted shall be all-inclusive and include all costs components required to perform the tasks identified in the tender announcement, including professional fee, travel and lodging costs, and any other applicable cost to be incurred by the applicant in completing the assignment. The contract price shall be fixed output-based price regardless of potential extension of the specified duration.

Payments shall be done upon completion and approval of the phases/deliverables and as per below percentages:

Completion of Phase 1 - 20% of total contract amount (approval of Inception Report),

Completion of Phase 2 - 30% of total contract amount (completing the Field Phase),

Completion of Phase 3 - 50% of total contract amount (approval of final Evaluation Report).

Payment schedule is tentative and shall be subject to negotiation in case of unpredicted delays in implementation or other potential implementation interruptions.

5.1. Budget and arrangements

Maximum gross contracted amount shall not exceed 27.000 EUR.

In case the applicant is subject to VAT in BiH, the offer shall be indicated without VAT. All other applicants shall indicate VAT-inclusive amounts in their offers, should they be subject to VAT in their respective countries.

RAI Secretariat and UNODC as Programme Partners shall commit itself to:

- Prepare and agree on an action plan with the Evaluator. The Programme team, including members at the HQ and in the field, will be responsible for assisting the Evaluator to acquire access to information and stakeholders, and to support the data collection logistic and administrative arrangements.
- Provide requested documentation to the Evaluator: Regional Programme Document inclusive of Budget, All Regional Programme Progress Reports (6 monthly), Contacts of, and facilitating access to the beneficiaries (government and civil society), Regional Programme experts, staff and partners, as well as other relevant stakeholders involved in the Regional Programme implementation; Any other inputs deemed necessary as agreed by Regional Programme Partners and the Evaluator for successful completion of the assignment.

6. CONTRACTUAL ARRANGEMENTS, REPORTING AND QUALITY CONTROL

Under the overall supervision of the Head of RAI Secretariat, the Evaluator will deliver the above listed outputs. All written deliverables should be submitted to the RAI Programme and Outreach Officer, who is a M&E on the Regional Programme, and who will act as a focal point and further distribute the deliverables to the respective staff of the Regional Programme and the Donor (UNODC Civil Society Unit and Evaluation Unit and ADA Project Manager and ADA Evaluation Unit. The outputs will be written in English in a concise and user-friendly language.

All feedback by the respective parties should be provided in writing, with relevant argumentation. All feedback should be submitted to the RAI Programme and Outreach Officer who should then share it with the Evaluator for further processing. Deadlines for feedback shall be set during the implementation process and should in no way affect the overall evaluation timeline.

The Evaluator should ensure an internal quality control during the implementing and reporting phase of the assignment. The quality control should ensure that the deliverables comply with the above requirements and meet appropriate OECD/DAC quality standards before sending them to RAI Secretariat. The quality control should ensure consistency and coherence between findings and recommendations. It should also ensure that findings reported are duly substantiated and that solutions are supported by the relevant judgment criteria.

RAI member countries shall have ownership of the outputs listed above.

7. REQUIREMENTS FOR EXPERIENCE AND QUALIFICATIONS

The evaluation will be conducted by a team of physical persons or a legal entity, hereinafter the Evaluator. The Evaluator will have substantial experience in conducting results-oriented evaluations of international development projects and programs and/or in complex/strategic assessments, focused on capacity-building in the fields of good governance and rule of law. The Evaluator will have professional experience with project cycle management, OECD DAC evaluation framework, logical framework approaches and with quality assurance within international development evaluations.

All Applicants shall be evaluated against the following criteria:

Type of Expert/Criteria		Senior Expert Team Leader	Expert Team member(s)
Education & behavioural competences	&	<ul style="list-style-type: none"> ✓ Advanced university degree (Master's degree or equivalent) in law, public administration, social sciences, economics, business administration, evaluation or related field and preferably formal training/education in evaluation methodologies and principles. 	<ul style="list-style-type: none"> ✓ University degree in law, public administration, social sciences, economics, business administration, evaluation or related field and preferably formal training/education in evaluation methodologies and principles. ✓ Excellent communication and writing skills in

	<ul style="list-style-type: none"> ✓ Excellent communication and writing skills in English. Additionally, other language(s) of the SEE Region would be considered as an advantage. ✓ Display of cultural, gender, religion, race, nationality and age sensitivity and adaptability; 	<p>English. Additionally, other language(s) of the SEE Region would be considered as an advantage.</p> <ul style="list-style-type: none"> ✓ Display of cultural, gender, religion, race, nationality and age sensitivity and adaptability;
Years of experience in evaluation	>10	>5
General work Experience	<ul style="list-style-type: none"> ✓ Experience in leading evaluations of capacity-building programs or initiatives in the field of development assistance with focus on good governance/ access to justice/ sustainable development/ rule of law/gender/ human rights/international development policies and frameworks; ✓ Demonstrated knowledge of OECD/DAC evaluation quality standards and/or DeGeval Standards. ✓ Hands-on experience in conducting results-oriented formative, summative and meta evaluations; ✓ Substantive knowledge of principles of Results-based management; ✓ Demonstrated experience in gender sensitive evaluation methodologies and analysis, and understanding of human rights and ethical issues related to evaluation. 	<ul style="list-style-type: none"> ✓ Experience in conducting/ co-leading evaluations of capacity building programs or initiatives in the field of development assistance with focus on good governance/ access to justice/ sustainable development/ rule of law/gender/ human rights; ✓ Demonstrated knowledge of OECD/DAC evaluation quality standards and/or DeGeval Standards; ✓ Hands-on experience in conducting formative and summative results-oriented evaluations; ✓ Knowledge of principles of results-based management.
Specific technical competencies	<ul style="list-style-type: none"> ✓ Experience in anti-corruption work and the UNCAC, partnerships between Governments and Civil Society Organizations, policy planning and policy analysis; ✓ A minimum of 5 projects and programme evaluations conducted using quantitative and qualitative methodology, 	<ul style="list-style-type: none"> ✓ Experience in anti-corruption work and the UNCAC, partnerships between Governments and Civil Society Organizations, policy planning and policy analysis; ✓ A minimum of 1 project and programme evaluation

	including and a track record of conducting evaluations in the SEE Region; ✓ Experience in conducting external evaluations of ADA funded projects and programmes would be considered an advantage.	conducted using quantitative and qualitative methodology, including a track record of conducting evaluations in the SEE Region.
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Interested applicants shall supply the following documents/information when submitting the proposals:

1. Applicant summary details (Composition of the team, names of team members, position in the team, general contact details, etc.);
2. Evidence of evaluation experience on similar matters with references;
3. Information about applicant's capacity and capability and composition of the proposed team (CVs);
4. A Technical Proposal outlining methodology, approach and implementation plan in line with tentative deadlines (3 pages max);
5. Availability/Commencement date;
6. Financial proposal in EUR;
7. Signed Statement of Exclusion (Annex 1 of this announcement)

The consultant(s) must not have been involved in the design, implementation or monitoring of the Programme which is being evaluated.

8. EVALUATION OF APPLICATIONS

RAI applies a fair and transparent selection process that takes into account both the technical qualification as well as the financial proposals submitted in support of the applications.

The contract shall be awarded to the applicant whose offer has been evaluated and determined as: responsive/compliant/ acceptable, and having received the highest score out of the technical and financial criteria defined below.

RAI will inform applicants about the outcome of the bidding process not later than November 1st, 2019.

Criteria:

Technical Evaluation – documents based (70%)

Out of which:

A Technical Proposal outlining methodology, approach and implementation plan in line with tentative deadlines – 20 percentage points;

CVs of the key team members on the assignment – 20 percentage points;

Expertise of the Applicant – evidence of previous work on similar matters with references – 30 percentage points.

Financial Evaluation (30%)

Evaluation of submitted financial offers will be done based on the following formula:

$$S = F_{min} / F * 30$$

S - score received on financial evaluation;

Fmin - the lowest financial offer out of all the submitted offers qualified over the technical evaluation round;

F - financial offer under the consideration.

The lowest evaluated financial bid price shall be awarded 30 points. All other financial bids shall be awarded a number of points according to the following formula:

Total price of lowest financial bid/Total price assessed tender * 30

9. HOW TO APPLY

Potential applicants may send in additional questions. Questions shall be sent in English no later than ten (10) days before the submission deadline to vacancy@rai-see.org. Answers will be provided no later than five (5) days before the deadline for submitting proposals. All questions received and related answers will be published on the RAI website in order to give a fair, transparent and equal treatment to all Applicants. Information on senders will not be disclosed.

Full applications with supporting documents shall be sent by midnight of October 20th, 2019 (23:59 CET) by email to RAI Secretariat (vacancy@rai-see.org).

Service description must be indicated in the email subject line.

All applications will be treated with the strictest confidence.

ANNEX 1

Statement of Exclusion

(As part of their tender, each tenderer must submit a signed declaration using this format.)

We have examined and accept in full the content of the dossier for invitation to Tender for Final External Evaluation of the *Southeast Europe (SEE) Regional Programme on Strengthening the Capacity of Anti-corruption Authorities and Civil Society to Combat Corruption and Contribute to the UNCAC Review Process*. We hereby accept its provisions in their entirety, without reservation or restriction.

We are not in any of the situations excluding us from participating in procurement procedure, namely:

- we are not bankrupt or being wound up, or having our affairs administered by the courts, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations;
- we have not been convicted of an offence concerning our professional conduct by a judgment of a competent authority;
- we have fulfilled obligations relating to the payment of social security contributions and the payment of taxes;
- we have not been the subject of a judgment which has the force of *res judicata* for fraud, corruption, involvement in a criminal organisation, money laundering or any other illegal activity

If required, we can provide the proof usual under the law of the country in which we are established that we do not fall into these exclusion situations.

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Signature and Date