

TENDER ANNOUNCEMENT

Tender Title	Final External Evaluation of the Regional Programme Southeast Europe – Together Against Corruption (SEE-TAC)
Duty Station	Home based with travel to SEE Region
Type of service	External Evaluation – Consultancy
Language	English
Eligibility	Team of individual consultants or a legal entity
Contract type	Service Contract
Maximum allocated budget	30.000 EUR
Application deadline	June 1 st 2023 (midnight Central European Time)
Expected starting date	ASAP / June 20 th 2023
Expected ending date	September 30 th 2023
Applications to be submitted to	vacancy@rai-see.org

1. CONTEXT AND BACKGROUND

Regional Anti-corruption Initiative (RAI) is an intergovernmental regional organization comprised of nine member countries from Southeast Europe (SEE): Albania, Bosnia and Herzegovina, Bulgaria, Croatia, Moldova, Montenegro, North Macedonia, Romania and Serbia; and three observers: Poland, Georgia and Slovenia.

RAI's mission is to lead regional cooperation to support anticorruption efforts by providing a common platform for discussions through sharing knowledge and best practices. RAI acts as a regional hub through which governments of the region combine their efforts to help curb corruption in the SEE.

RAI Secretariat is based in Sarajevo, and it is the executive body of the Initiative. It facilitates regional cooperation and efforts in curbing corruption in SEE by building on existing actions, through better coordination of all efforts, and by relying on high level political commitment.

RAI and the United Nations Office on Drugs and Crime (UNODC) are implementing a 3-year Regional Programme titled 'Southeast Europe - Together Against Corruption' (hereinafter: [SEE-TAC](#)), funded by the Austrian Development Agency (ADA). The Programme implementation period is November 1, 2020 - October 31, 2023. SEE TAC focuses on Albania,

Bosnia and Herzegovina, Moldova, Montenegro, North Macedonia, Serbia as well as Kosovo*¹. The participation of Croatia, Bulgaria and Romania is considered based on their relevant priorities and needs, and their participation is not subject of the tendered Evaluation.

The project builds upon the SEE Regional Programme on Strengthening the Capacity of Anticorruption Authorities and Civil Society to Combat Corruption and Contribute to the UNCAC Review Process (hereinafter: The Phase I), implemented in the 2015-2020 period, funded by the ADA. The SEE-TAC resumes on the previous Programme phase, by acknowledging the level of implementation of outcomes and outputs and achievement of the results, with special attention being given to follow-on activities to ensure the momentum gained in implementation of the previous phase is sustained.

The overall goal of the SEE-TAC is to contribute to strengthened resilience of the SEE societies to corruption by reinforcing the capacity of governments, civil society organizations (CSOs), the private sector (PS) and the media to prevent and fight corruption.

To achieve this goal, the Programme is designed to deliver six results (outcomes). By the end of the Programme, it is expected that targeted jurisdictions will have strengthened their corruption risk assessment (1) and corruption proofing of legislation mechanisms (2); that the regional framework for cooperation on data exchange in asset disclosure will be fully operational (3); that the general public in the region is better informed about prevention of corruption and the work of relevant entities (4); that CSOs and other relevant stakeholders will have increased and furthered their capacities, knowledge and engagement on UNCAC implementation (5) and that CSOs, SMEs and Chambers of Commerce have enhanced their knowledge and cooperation in the areas of collective action and compliance (6).

Direct beneficiaries of the Programme are the representatives of national ministries and anti-corruption agencies, civil society, private sector and relevant partner umbrella organizations, such as the SELDI network and the UNCAC Coalition.

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

2. PURPOSE AND OBJECTIVES OF THE ASSIGNMENT

The purpose of this Final External Evaluation of the Regional Programme is for ADA and its Partners to ensure accountability and reflect on the Programme implementation. The lessons learned will be integrated into the next Programme phase. The External Evaluation will provide evidence of achievements as well as challenges faced during the implementation period.

Under the relevant OECD/DAC evaluation criteria, the main objective of the External Evaluation is to assess the Regional Programme effectiveness and efficiency of the outcomes, as well as the Programme overall. The External Evaluation will also address the applied intervention logic, prospects of sustainability, gender mainstreaming and social inclusion.

3. SCOPE

The findings and recommendations will feed into the preparation of the next phase of the Regional Programme currently under development by the Partners. The next phase of the Regional Programme is anticipated to commence immediately after the completion of the

¹ *This designation is without prejudice to positions on status, and is in line with UNSCR 1244/1999.

current programme phase. Findings of this evaluation, therefore, will be integrated in the draft project document for the next phase that the Project partners. The final activity, namely the third multi-stakeholder workshop on UNCAC will fall out of the scope of this evaluation.

The Partners will present the findings of the evaluation regionally (i.e. on the margins of the next multi-stakeholder workshop on UNCAC that will be held in September), and disseminate the Final Evaluation Report to the Donor, beneficiaries and stakeholders of the Regional Programme. Furthermore, Summary of the Evaluation Report will be published on Partner websites and social media accounts.

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 - minimum 3 beneficiary countries, to capture additional data from the Regional Programme's beneficiaries and stakeholders.

4. EVALUATION QUESTIONS

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 the evaluation questions:

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:

- To what extent have the Programme outputs and outcomes been achieved?
- What factors contributed to progress or delay in the achievement of products and results?
- What changes in the overall context in the region affected Programme implementation and overall results?
- How Programme respond to the needs of the identified target groups and beneficiaries?

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.

Proposed evaluation questions would be:

- How realistic was the Programme timeframe and budget ?
- How the Programme team met the needs in delivering the implementation process?
- What factors favorably or adversely affected the Programme delivery and approach?
- Has the cooperation among Programme partners been successful, particularly in the context of the Final evaluation of the previous Programme phase?

Human Rights-based Approach

¹ ADA Guidelines for Project and Programme Evaluation:
https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierungs_Leitfaeden/Guidelines_for_Programme_and_Project_Evaluations_ADA_2020.pdf

Assessing the human rights-based approach of the Regional Programme – HRBA that is a guiding principle of all ADA interventions will be conducted. Basis for the assessment will be Human Rights Manual: Guidelines for Implementing a Human Rights Based Approach in ADC¹. Particular regard would be given to the promotion of gender equality and social inclusion as well as applied theory of change, prospects of sustainability.

Proposed evaluation questions would be:

- To what extent the Regional Programme safeguarded an inclusive participation and equal representation?
- Did the generated regional dialogue have an impact on change process, and to what extent?
- To what extent the Regional Programme is coherent with the beneficiaries agendas.
- To what extent are the beneficiaries capable and prepared to maintain the positive effects of the development interventions without support in the long term?

5. DESIGN AND APPROACH

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

- Inception phase
- Data collection phase
- Analysis phase

Inception Phase

Objectives of the phase: to structure the evaluation and clarify the key points to be addressed. 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.

Main activities of the Evaluator during the Inception Phase:

- Initial review of background documents, Project Proposal, progress reports etc.
- Kick-off session between Partners and the Evaluator.
- Initial interviews with key stakeholders.
- Finalization of the Evaluation Questions, elaboration of the evaluation matrix based on the evaluation.
- Finalization of the evaluation methodology.
- Identification of interviewees.
- Workplan of subsequent phases.
- Preparation of the Inception Report.
- Presentation of the Inception Report to RAI Secretariat, supported by a slide presentation.
- Presentation of the Inception Report to ADA for feedback and subsequent approval.
- Revision of the report (as relevant) following receipt of comments.

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

¹ https://www.entwicklung.at/fileadmin/user_upload/Manual_Human_Rights.pdf

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 following phase, the Inception Report shall be approved by the Regional Programme Partners.

Data Collection Phase

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 - minimum 3 beneficiary countries, to capture additional data from the Regional Programme's beneficiaries and stakeholders.

- In-depth analysis of relevant documents and other sources.
- Finalisation of the organisation of the field visits.
- Conducting field visits in at least 3 countries.
- Presentation of the preliminary findings.

Analysis Phase

Objectives of the phase: to report on results from the evaluation (final answers to the Evaluation Questions (final findings) and formulate conclusions and recommendations).

Main activities of the Evaluator:

Draft Evaluation Report will be prepared and shared with relevant Regional Programme staff and subsequently ADC, for review and feedback. The Results Assessment Form (RAF)¹ and its submission together with the evaluation report is mandatory. 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.

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

I. Executive Summary (2-3 pages)

II. Introduction

III. History and overview of the Programme

IV. Evaluation design and approach

Methodological approach

Data collection and analysis tools

Limitations, risks and mitigation measures

V. Findings (Structured as per the Evaluation Questions)

VI. Conclusions

VII. Recommendations

VIII. Annexes: Evaluation Questions/Indicators and related answers/raw data collected (i.e. the data collection sheets); Programme 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.

¹https://www.entwicklung.at/fileadmin/user_upload/Dokumente/Evaluierung/Evaluierung_Templates/Annex9_Results_AssessmentForm_Template.xlsx

6. **WORKPLAN**

Phase/Task	Tentative Outputs	Tentative Timeframe	Tentative no. of working days
<p>Inception Phase Initial review of background documents. Kick-off session between Partners and the Evaluator. Conduct interviews with key stakeholders. Develop evaluation methodology. Develop timeline of actions. Develop a draft Inception Report. Present the Inception Report to Partners and ADC.</p>	<p>Approved Evaluation Methodology Approved Timeline Approved Inception Report Power Point Presentation</p>	1 month	20
<p>Data Collection (Field) Phase Complete the list of interviewees. Conduct field visits to minimum 3 beneficiary jurisdictions. Conduct at least 10 interviews with beneficiaries and 5 with stakeholders in each jurisdiction. Collect other in-country data. Process and analyse data Present the preliminary findings.</p>	<p>Approved field visits agenda Field findings report Power Point Presentation</p>	2 months	35
<p>Analysis Phase Incorporate feedback and finalize Draft Evaluation Report. Present a Draft Evaluation Report to Programme Partners (tele-conference). Submit final Evaluation Report for approval. Presented findings to the regional stakeholders.</p>	<p>Approved Evaluation Report Power Point Presentation Presentation for stakeholders</p>	1 month	20

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 in

acquiring 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.

7. FINANCES

Maximum gross contracted amount shall not exceed 30.000 EUR. If the applicant is a legal entity subject to VAT in BiH, the offer shall be indicated without VAT. All other legal entity applicants shall indicate VAT-inclusive amounts in their offers, should they be subject to VAT in their respective countries.

Applicants shall send a financial proposal based on a Lump Sum Amount. The total amount quoted shall be all-inclusive and include all cost components required to perform the tasks identified in the tender announcement, including professional fee, regional and local travel and lodging costs, interpretation and translation expenses, 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 Inception Phase - 20% of total contract amount (approval of the draft Inception Report),

Completion of Data CollectionPhase - 30% of total contract amount (upon submission and presentation of the Draft Evaluation Inception Report),

Completion of Analysis Phase - 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.

In case the selected applicant is a team of individual consultants, the contract shall be signed with the team leader only. All payments shall be made towards the team leader only.

8. CONTRACTUAL ARRANGEMENTS, REPORTING AND QUALITY CONTROL

Under the overall supervision of the Senior Anti-Corruption Advisor, the Evaluator will deliver the above listed outputs. All written deliverables should be submitted to the Chief Programme and Communications 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 and partners of the

Regional Programme as well as the Donor, including the ADA Project Manager and 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 Chief Programme and Communications 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 implementation and reporting phases 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. The evaluation management needs to respect the ethical standards and guiding principles for evaluation, including impartiality and independence.

ADA and Partners shall have ownership of the outputs listed above.

9. REQUIREMENTS FOR EVALUATOR 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. ✓ Excellent communication and writing skills in English. Additionally, knowledge of other language(s) of the SEE Region would be considered as an advantage. 	<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 English. Additionally, knowledge of other language(s) of the SEE Region would be considered as an advantage.

	<ul style="list-style-type: none"> ✓ Display of cultural, gender, religion, race, nationality and age sensitivity and adaptability. 	<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 programmes 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 programmes 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, including a track record of conducting evaluations in the SEE Region. ✓ Experience in conducting external evaluations of ADA funded projects and 	<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 conducted using quantitative and qualitative methodology, including a track record of conducting evaluations in the SEE Region.

	programmes would be considered an advantage.	
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10. SPECIFICATION FOR SUBMISSION OF OFFERS

Interested applicants shall supply the following documents/information when submitting the proposals:

1. Application summary details: Composition of the team, names of team members, position in the team (team leader needs to be indicated) general contact details, etc.;
2. Information about the capacity and capability and composition of the proposed team (CVs);
3. Evidence of evaluation experience on similar matters with references;
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. The financial proposal shall be gross and contain a price breakdown based on outputs/deliverables against which partial payments can be made
7. Declaration on honor/Certification signed by the team leader or legal entity representative (Annex 2 of this announcement)
 - In case the applicant is a legal entity, the following documents shall be submitted as well: Signed Statement of Exclusion (Annex 1 of this announcement);
 - Copy of the registration.

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

11. 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 June 10th.

Criteria:

Technical Evaluation – documents based (85%)

Out of which:

A Technical Proposal outlining methodology, approach and implementation plan in line with tentative deadlines – 35% ;

CVs of the key team members on the assignment – 20%;

Expertise of the applicant – evidence of previous work on similar matters with references – 30%.

Financial Evaluation (15%)

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

$$S = F_{min} / F * 15$$

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 consideration.

The lowest evaluated financial bid price shall be awarded 15 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 * 15

12. HOW TO APPLY

Full applications with supporting documents shall be sent by midnight of June 1st, 2023 (23:59 CET) by email to RAI Secretariat at the following email address: vacancy@rai-see.org.

Tender title must be indicated in the email subject line.

Acknowledgment receipt shall be sent for all received applications.

Late and incomplete applications will not be taken into consideration.

RAI Secretariat is committed to achieving workforce diversity in terms of gender, nationality and culture. Women-owned legal entities and women-led consortia are encouraged to apply.

All applications will be treated with the strictest confidence.

13. ADDITIONAL INFORMATION

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.

14. ANNEXES

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 *Regional Programme: Southeast Europe – Together Against Corruption (SEE-TAC)*. 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

ANNEX 2

Declaration on Honor/Certification

Hereby, I, the undersigned, certify that

- all information contained in this application is correct to the best of my knowledge and that I am aware of the content of the annexes to the application;
- the applicant/team members are not under formal investigation, nor has been sanctioned by any national authority for engaging or having engaged in proscribed practices, including but not limited to: corruption, fraud, coercion, collusion, obstruction, or any other unethical practice;
- I read the RAI Code of Conduct⁴ and will abide by it during the implementation of the grant;
- understand that if I provide incorrect information or withhold relevant information, I am likely to be suspended from the tender procedure;
- understand and accept to sign the Agreement with RAI Secretariat and accept the responsibility for its implementation.
- the applicant/team members were not involved in the design, implementation or monitoring of the intervention which is being evaluated.

By signing this declaration on honour, I accept all the conditions set out in the Tender Announcement related to the call under which I apply.

Done at:

[CITY]

Date:

Name and position:

Signature:

Stamp of the applicant organization (if applicable)

¹ As prescribed in RAI Office Policies Manual- https://rai-see.org/php_sets/uploads/2021/09/1-Office_Policies_Manual-Adopted-Clean-Version-FINAL_2021.pdf