

TERMS OF REFERENCE

Internal assessment

General background

PLATFORMA is the pan-European coalition of local and regional governments engaged in international cooperation for sustainable development. PLATFORMA federates local and regional governments with their national, European and global associations, and is hosted by the Council of European Municipalities and Regions. PLATFORMA is a hub of expertise on local and regional governments' international action, aiming to boost European local and regional governments' contribution to international sustainable development and EU Development policies.

Specific background

In the framework of the Specific Grant Agreement "*Working together towards empowering local and regional governments for enhanced governance and more effective development outcomes in EU partner countries*", signed between CEMR-PLATFORMA and the European Commission, under the Framework Partnership Agreement "*Empowering local authorities in partner countries for enhanced governance and more effective development outcomes*", PLATFORMA envisages to undertake an **evaluation of internal processes**, in order to identify possibilities for improvement and to **streamline joint delivery of outputs, dissemination of outcomes, and demonstration of impact** of PLATFORMA work.

Objectives of the evaluation

The overall objective of the evaluation is:

How to improve the coalition's capacity to

1. **define, deliver and communicate results;**
2. through **improved coordination of methodologies and monitoring;**
3. in **streamlined collaboration among the Secretariat and the project partners.**

The final documents will mainly be for internal use and might be shared on the website and/or among project partners.

A focus on the internal processes will allow to identify weaknesses, and suggest improvements in:

1. Interactions between the Secretariat and Partners;
2. Internal governance system (technical and political);
3. Objectives and expected roles of the instances;
4. Monitoring capacity and tools inside the Secretariat/Partners.

Evaluation methodology

The evaluator is invited to follow the methodology as follows:

1. Brief analysis of past **existing processes** and methods, in order to
 - a. Identify and **demonstrate positive improvements** in the recent past,
2. Current **processes** and actions/relations put in place, in view of
 - a. Improvement of **ownership of the coalition of partners;**
 - b. Improvement of **outcome delivery and demonstration of impact;**
3. Identify a **shortlist of priority issues** to tackle;
4. Draft a learning/improvement **roadmap.**

Evaluation timeframe

The evaluation will consist of the following phases:

1. **Preparatory phase**, focusing on agreement on the evaluation methodology and framework (by Friday 4 January 2019);
2. **Data collection phase**, focusing on collecting information via different methods stipulated according to the methodology described (by Friday 25 January 2019);
3. **Finalisation phase**, focusing on drafting the evaluation report (by Friday 15 February 2019).

Organisation of the evaluation

The evaluation process will be overseen and lead by the PLATFORMA Secretariat. The secretariat will contribute with:

1. Providing access to all necessary documents required by the evaluator;
2. Providing feedback to the semi-structured interviews;
3. Facilitating the organisation of interviews with stakeholders;
4. Providing feedback on the first draft of the report.

The evaluator is invited to plan at least two coordination meetings with the PLATFORMA Secretariat, in order to

1. assure good understanding of the objectives of the evaluation, of the scope and nature of the PLATFORMA coalition, and of the background documentation available for the evaluation,
2. present and discuss the first draft of the evaluation report for feedback by the Secretariat.

Expected deliverables

1. **First draft of the evaluation report**. First draft of the report shall be based on the information and data gathered through the desk research and interviews. The Secretariat will provide feedback on the first draft.
2. **Final draft of the evaluation report**. The final report is the principal deliverable of the assignment. It will be considered delivered upon final approval by the PLATFORMA Secretariat.

Evaluation report

The evaluation report shall contain at least the following chapters:

1. Executive summary;
2. Introduction;
3. Findings;
4. Conclusions;
5. Recommendations.

Contractor profile

The Contractor should have demonstrated experience with evaluation of project management and delivery, notably in a multi-stakeholder and multi-level context. Ideally he/she should be familiar with delivery of projects financed by the European Commission.

Knowledge and understanding of local and regional governments, as well as of decentralised development cooperation, European development and international cooperation policy is an asset.

The ability to read documents and conduct interviews in English and French is mandatory. Spanish is an asset.

Technical specifications

Language. All deliverables shall be provided in English. The Contractor shall be responsible for correct language and grammar. Documents with apparent mistakes in spelling, grammar, or style shall be rejected.

Format. All deliverables shall be delivered electronically, by electronic mail or as downloadable documents (links). All files shall be delivered in the Microsoft Office file format (Office Open XML), OASIS file format (OpenDocument), or any other open format for storage and transmission of digital data.

Intellectual property and data protection. The Contractor shall ensure the compliance of all deliverables, or their constituent parts, with applicable intellectual property legislation and personal data protection legislation.

Value added tax. CEMR-PLATFORMA is liable to pay value added tax in Belgium. For suppliers outside of Belgium, the obligatory reverse charge system is applied.

Maximum price. The suppliers are invited to communicate a final price including all fees, costs, charges or other expenses not exceeding a total amount of EUR 30 000 (including applicable VAT payable by CEMR-PLATFORMA).

Contractor selection process

Interested parties are invited to submit the following documentation:

1. A **cover letter**;
2. A **technical offer** including a methodological proposal of the steps to follow (i.e. desk research, semi-structured interviews etc.) and their objective;
3. A **financial offer** with the expected cost, including any direct costs (e.g. travel expenses for meetings with the Secretariat), suggested number of working days with daily cost, number of staff assigned, etc.;
4. A professional **curriculum vitae** (for individual experts) or indicative **list of past contracts** (for companies) demonstrating the bidder's background and experience relevant for the assignment.

Selection criteria

CEMR-PLATFORMA will select an offer providing the most advantageous combination of cost, quality and sustainability to meet customer requirements (best value for money).

Deadlines

Interested suppliers shall submit their bids no later than **by Monday, 31 December 2018**.

Contact

The bids, and any other communication related to the tender, shall be sent to the e-mail address application.platforma@ccre-cemr.org.

Preliminary questions

Any preliminary question regarding this tender can be submitted no later than by Wednesday, 19 December 2018 to Boris Tonhauser (boris.tonhauser@ccre-cemr.org).

Selection

The supplier will be selected by a committee on Wednesday 3 January 2019. All bidders will be informed about the result of the selection process after this date.