ANNEX III: ORGANISATION & METHODOLOGY

T05-EUTF-REG-NAFR-02-01

1. RATIONALE

The following assumptions have to hold true for a successful execution of the contract:
- The description of the EU TF strategy for the North Africa Window can be translated into a meaningful, consistent intervention logic for each of the five sub-areas.
- For indicators identified at higher outcome and impact level sources for secondary data can be identified.

2. STRATEGY

- Outline of the approach proposed for contract implementation.

The approach chosen for this assignment seeks to combine context orientation, theoretical foundation and pragmatism. To ensure the first, the analysis of the strategic orientation document of the EU TF will be complemented by an analysis of other relevant documents in this area (e.g. GAMM, European Neighbourhood Policy (ENP) and Instrument (ENI), EU Agenda on Migration, etc.) in order to reflect the political embeddedness of the EUTF.

The findings will inform the design of the intervention logic which will be developed in accordance with programme theory, i.e. breaks and gaps in the intervention logic will be highlighted as well as underlying hypotheses not backed by current migration theories.

This notwithstanding, the final M&E framework will put most emphasis on practicality, e.g. the main criterion for the selection of indicators will be feasibility of data collection. Also, other existing M&E or data collection initiatives will be taken into consideration with a view to ensure utmost compatibility and to avoid duplications.

- List of the proposed tasks you consider necessary to achieve the contract objectives.

- Research and analysis of relevant documents
- Development of an intervention logic
- Development of a typology of activities/ interventions and of respective indicators
- Identification of existing indicators for the goals/ outcomes
- Identification of possible data sources for these indicators
- Identification of and contacting of other M&E and data collection initiatives to ensure a compatible design of the M&E framework
- Design of an M&E framework
- Collection and analysis of needs of persons responsible for the development and implementation of EU TF projects/ Workshop with final users of M&E framework
- Design and production of teaching material corresponding to these needs
- Meetings with DG NEAR

- Inputs and outputs.

Inputs:

- See TOR

Outputs:

- Intervention logic for each of the 5 sub-areas in the form of an outcome diagram
- Logframe for each of the 5 sub-areas
- M&E framework including intervention logic/ logframes as well as modes of data collection
- Guidelines for the implementation of the M&E framework in written form as well as in (a) format(s) corresponding to the needs of persons responsible for the development and implementation of EU TF projects
- Quiz to test newly acquired skills of persons responsible for the development and implementation of EU TF projects

3. BACKSTOPPING

N/A

4. INVOLVEMENT OF ALL MEMBERS OF THE CONSORTIUM

N/A

5. TIMETABLE OF WORK

- Sequence of the proposed tasks, taking into account travel time.

- Research and analysis of relevant documents
- Development of an intervention logic
- Kick-off meeting
- Discussion of intervention logic with DG NEAR
- Development of a typology of activities/ interventions and of respective indicators
- Identification of existing indicators for the goals/ outcomes
- Identification of possible data sources for these indicators
- Identification of and contacting of other M&E and data collection initiatives to ensure a compatible design of the M&E framework
- Design of an M&E framework
- Collection and analysis of needs of persons responsible for the development and implementation of EU TF projects: tbd - not later than Dec. 7th
- Design and production of teaching material corresponding to these needs
Debriefing with DG Near

- Identification and timing of major milestones in executing the contract, including an indication of how the achievement of these would be reflected in any reports, particularly those stipulated in the Terms of Reference.

- M1: Submission of draft intervention logic
- M2: Submission of revised intervention logic
- M3: Submission of draft M&E framework
- M4: Submission of final M&E framework: Nov. 18th
- M5: Stakeholder workshop
- M6: Submission of concept for guidelines/ webinar, etc.
- M7: Submission of draft guidelines/ webinar, etc.

- M8: Submission of final guidelines/ webinar, etc.

- The methodologies contained in the offer should include a work plan indicating the envisaged resources to be mobilised.

- See TOR

Guidance notes on expert inputs:

The tenderer is expected to take into account the implementation period of the contract and propose the number of expert days which will accomplish the tasks described in the Terms of Reference.

Implementation of the contract (and therefore payment) is based solely on the working days. The Contractor will only be paid for days actually worked on the basis of the daily fee rate contained in the budget breakdown (Annex V). Tenderers must annex the 'Estimated number of working days' worksheet contained in the spreadsheet for Annex V to the Organisation and Methodology to demonstrate the correspondence between the proposed methodology and the expert inputs. Please note that the budget breakdown should not be attached to the Organisation and Methodology as no financial offer should be disclosed in the technical offer.

During the technical evaluation, assessment will be made if the number of working days estimated for each month for each type of expert proposed in the Organisation and Methodology are sufficient for the requirements of the Terms of Reference to be achieved. This is judged on the basis of the profiles identified in the Terms of Reference and the Organisation and Methodology.

The tenderer is expected to include the holiday provision for the experts. The annual leave entitlement of the experts employed by the Contractor is determined by their employment contract with the Contractor and not by the service contract between the Contracting Authority and the Contractor. However, the Contracting Authority can decide when experts take their annual leave since this is subject to approval by the Project Manager, who will assess any such request according to the needs of the project while the contract is in progress. For obvious reasons, a day of annual leave is not considered to be a working day. Please see the General Conditions, Articles 21 and 22

The fee rates for all experts must include the remuneration paid to the experts, all the administrative costs of employing the relevant experts, such as equipment, relocation and repatriation expenses [including flights to and from the partner country upon mobilisation and demobilisation as well as leave], accommodation, expatriation allowances, leave, medical insurance and any other employment benefits given to the experts by the Contractor. It shall also include any security arrangement except when this is exceptionally included under the incidental expenditure. Furthermore the fees shall also include the margin, overheads, profit and backstopping facilities.

A fee-based/technical assistance contract is, by definition, one in which the actual days worked each month for each category of experts may differ from the number of working days estimated for each month in the work plan in Annex V. The actual input required for the tasks specified in the Terms of Reference and Organisation and Methodology will only be known once the contract starts. The Project Manager will use the work plan when monitoring the actual number of working days submitted in each invoice to check that the contract is progressing within budget. The Contractor may update the estimate during implementation of the project in accordance with article 20 of the General Conditions.

6. LOG FRAME

A logical framework reflecting the considerations described in items 1 – 3 (see the Project Cycle Management Manual available from the PCM Home page:

https://ec.europa.eu/europeaid/aid-delivery-methods-project-cycle-management-guidelines-vol-1_en).

Project logic	Objectively verifiable indicators	Means of verification	Assumptions
Overall objective To contribute to an increased effectiveness of projects implemented under the North Africa Window of the EUTF	**Indicator:** - Share of projects which achieve at least 80% of the outputs envisaged **Target:** - At least 60% of the projects which achieve at least 80% of the outputs envisaged **Indicator:** - Share of projects which achieve at least 70% of the outcomes envisaged **Target:** - At least 50% of the projects which achieve at least 80% of the outputs envisaged	- Analysis of monitoring and evaluation reports	
Project purpose Improved Design, Monitoring and Evaluation of projects implemented under the North Africa Window of the EUTF	**Indicator:** - Quality of project logframes **Target:** - At least 90% of the projects have logframes in line with the intervention logic of the North Africa Window **Indicator:** - Share of projects (in%) continuously collecting and analysing monitoring data (inputs, outputs, outcomes, impacts) one year after the establishment of the M&E framework as compared to baseline **Target:** - At least 90% of the projects continuously collect and analyse monitoring data at input and output level - At least 70% of the projects collect and analyse monitoring data at outcome level **Indicator:** - Share of projects (in%) which foresee an outcome evaluation of at least one project component **Target:** - At least 90% of the projects foresee an outcome evaluation of at	- Analysis of project proposals and project reports	- Monitoring and evaluation results are being used to inform programme planning/ steering, project development and project implementation

	least one project component **Indicator:** - Quality of evaluations **Target:** - All evaluations comply with the Program Evaluation Standards*		
Results (outcomes)			
R.1 Functioning M&E framework at both project and programme level	**Indicator:** - Approval of M&E framework by DG NEAR **Target:** - All parts/ components of the M&E framework approved by DG NEAR by February 18th **Indicator:** - Share of projects (in%) continuously using the M&E framework developed for EU TF **Target:** - - At least 90% of the projects continuously use the M&E framework		- M&E framework is being used - Project implementers have enough resources to establish M&E framework
R.2 Increased skills and knowledge of people responsible for project design and implementation as regards project design, monitoring and evaluation	- Perception of participants of workshops and webinars and users of written guidelines **Target:** At least 75% perceive an increase of knowledge/ skills - Share of participants of workshops and webinars and users of written guidelines who pass online quiz **Target:** At least 75% of those who complete the quiz pass it	- Analysis of standardised questionnaires completed after workshops and webinars - Analysis of e-mail feedback from users of the written guidelines - Analysis of results of online quiz	- People have the willingness to use what they have learned - Working conditions/ structures allow using the new skills/ knowledge

*These standards were originally by the US Joint Committee on Standards for Educational Evaluation, but have been introduced to numerous other areas. They are summarized here:

http://www.jcsee.org/program-evaluation-standards-statements

A discussion about their use in international settings can be found here:

http://ioce.net/download/reports/ProgEvalStandards-Intl.pdf