



**OBSERVATOIRE DU SAHARA ET DU SAHEL**  
**SAHARA AND SAHEL OBSERVATORY**

# **CALL FOR TENDERS**

## **RECRUITMENT OF A CONSULTANT**

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### **MID-TERM EVALUATION**

### **OF THE SAHARA AND SAHEL OBSERVATORY**

### **2030 STRATEGY IMPLEMENTATION**

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**TERMS OF REFERENCE**

**[AO/OSS/SE-Eval-Mi-Parcours-Strat2030/301024-34]**

**October 2024**

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## List of acronyms

<b>AMCOW:</b>	African Ministers' Council on Water
<b>CAADP:</b>	Comprehensive Africa Agriculture Development Program
<b>CBD:</b>	Convention on Biological Diversity
<b>EB:</b>	Executive Board
<b>ECOWAS:</b>	Economic Community of West African States
<b>GA:</b>	General Assembly
<b>IAS:</b>	Iullemeden Aquifer System
<b>IGAD:</b>	Intergovernmental Authority on Development
<b>MDGs:</b>	Millennium Development Goals
<b>NDCs:</b>	Nationally Determined Contributions
<b>NEPAD:</b>	New Partnership for Africa's Development
<b>NWSAS:</b>	North Western Sahara Aquifer System
<b>OSS:</b>	Sahara and Sahel Observatory
<b>OSS/ES:</b>	OSS Executive Secretariat
<b>SDGs:</b>	Sustainable Development Goals
<b>SOC:</b>	Strategic Orientation Committee
<b>UMA:</b>	Arab Maghreb Union
<b>UNCCD:</b>	United Nations Convention to Combat Desertification
<b>UNFCCC:</b>	United Nations Framework Convention on Climate Change

# 1- CONTEXT AND RATIONALE

## 1.1. HISTORY AND EVOLUTION OF THE OSS STRATEGIES

The Sahara and Sahel Observatory (OSS) is an international-scope Organization with an African vocation, founded in 1992 and established in Tunis since 2000. It now has 47 members, including 27 African countries, 7 non-African countries, as well as 13 regional Organizations including 2 UN agencies and 3 civil society Organizations. The OSS mainly works on supporting its members in the sustainable management of their natural resources, particularly in arid, semi-arid and dry sub-humid areas, in a climate change context. Since it was created, the OSS has developed its own strategies to contend with the environmental challenges of the Sahel-Sahara region, in line with local, regional and international contexts. These strategies related to 2000, 2010, 2020, and currently 2030 and mark a constant evolution and adaptation to emerging challenges.

**The 2000 Strategy** was adopted in 1997 and designed in an African context marked by the adoption of the United Nations Convention to Combat Desertification (UNCCD) in 1994. This first strategic framework formalized the OSS commitment to supporting Member States in the fight against desertification and sustainable land management.

**The 2010 Strategy** was adopted in 2004 and marked a significant expansion of the OSS scope of action. By integrating new issues, such as climate change (UNFCCC) and biodiversity (CBD), this strategy went beyond previous priorities. While still supporting the implementation of the UNCCD and Agenda 21, it restated the OSS commitment to addressing current challenges, particularly through its alignment with initiatives such as NEPAD. This strategy has also consolidated the OSS contribution in the management of transboundary aquifers through three major projects: The North Western Sahara Aquifer System (NWSAS), the Iullemeden Aquifer System (IAS) and water resources in the Intergovernmental Authority on Development (IGAD) region. Moreover, it helped consolidate the OSS previous achievements in environmental monitoring systems and action plan follow-up, while conducting studies on the preventive management of the foreseeable impacts of climate change and variability, thus providing member countries with useful information to inform their decision-making.

**The 2020 Strategy** was adopted in 2012 by the General Assembly (GA) and came in a context of reinforced regional partnerships and alignment with the Millennium Development Goals (MDGs). It was based on an in-depth analysis of the challenges ahead of the Sahara-Sahel region by 2020, highlighting the interactions between environmental degradation, climate change, demography and the fight against poverty among rural populations. This strategy aimed to meet the needs of the countries in its area of action by drawing on the three Rio conventions, NEPAD and the sector policies for the integration of economic sub-regions (UMA, ECOWAS and IGAD) in the areas of environment, water and agriculture. This strategic framework wanted to consolidate the OSS achievements while aligning, as much as possible, with the policies and strategies of its members and regional partners, which has brought tangible advances in key sectors such as water, land and climate, by supporting the integration of scientific and technical data into the countries' decision-making processes. However, challenges persist, particularly in terms of financing and in the management flexibility and institutional ownership.

**The 2030 Strategy** came to light in 2020 and was a follow-up to the 2020 Strategy, while responding to the need to adapt to contemporary challenges. It strengthened the scientific and technical focus of the previous strategy while placing particular emphasis on climate finance and the preservation of biological capital. In addition, it introduced a Watch&Prospective component that replaced the Observatory function of previous strategies, so that the institution is best suited to face emerging issues in its area of action.



## 1.2. THE OSS 2030 STRATEGY

The **OSS 2030 Strategy**<sup>1</sup> is based on a strategic framework aligned with the Sustainable Development Goals (SDGs) of the 2030 Agenda, the Rio Conventions, the African Union's Agenda 2063, the African Development Bank's 5 priorities for Africa, as well as the broad outlines of the (water, environment, agriculture, forestry, CES, etc.) sector strategies of the sub-regions and countries in its area of action. This strategy aims to support member countries in the implementation of their sustainable development strategies, while strengthening regional cooperation. It relies on a scientific and technical program that focuses on "Integrated and coordinated management of natural resources", which encompasses **four interconnected thematic areas: Water, Land, Climate and Biodiversity**, each having an overall strategic objective and specific operational objectives.

### WATER

**Strategic objective:** Contributing to meeting the water needs of the populations and to the sustainable management of water resources.

**Operational objectives:**

- Improving knowledge of surface and groundwater resources.
- Establishing short, medium and long-term planning tools for water resources management.
- Supporting integrated and sustainable water resources management policies.
- Improving and sustaining the governance of shared water resources.

### LAND

**Strategic objective:** Building the capacities of Member States to mitigate the negative effects of drought and combat desertification and land degradation.

**Operational objectives:**

- Improving planning and monitoring-evaluation tools for sustainable land management actions.
- Strengthening drought early warning mechanisms.
- Supporting the implementation of national and sub-regional action programs for sustainable land management.

### CLIMATE

**Strategic objective:** Building the capacities of Member States and the resilience of the populations to climate change.

**Operational objectives:**

- Improving climate risk management mechanisms.
- Supporting the implementation and monitoring of the countries' Nationally Determined Contributions (NDCs).
- Supporting the implementation and management of climate change adaptation and mitigation projects.
- Fostering the countries' access to climate finance.

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<sup>1</sup> [OSS Strategie2030 Fr.pdf \(oss-online.org\)](#)

## BIODIVERSITY

**Strategic objective:** Providing knowledge and methods for assessing biodiversity and ecosystem services.

**Operational objectives:**

- Developing natural capital accounting tools to be integrated into national and regional action plans.
- Supporting the integration of biodiversity into planning and development strategies.
- Promoting the identification, search for funding and implementation of post-2020 national biodiversity action plans.

The 2030 Strategy scientific and technical program is supported by three cross-cutting programs in order to optimize the achievement of these objectives.

## WATCH&PROSPECTIVE

**Strategic objective:** Strengthening the OSS performance by capitalizing on achievements, planning ahead future developments and identifying potential risks.

**Operational objectives:**

- Developing summary and capitalization products of all acquired knowledge.
- Contributing to the scientists/non-scientists Intermediation.

## CAPACITY BUILDING

**Strategic objective:** Developing and implementing training programs to strengthen skills related to the OSS areas of intervention.

**Operational objectives:**

- Permanently capitalizing and extending its knowledge.
- Contributing to the scientists/non-scientists Intermediation.
- Developing adequate channels and means of exchange and sharing.

## COMMUNICATION AND INFORMATION

**Strategic objective:** Promoting the OSS knowledge and achievements, informing and raising awareness about its interventions, disseminating its expertise, strengthening its national and international visibility, and mobilizing strategic partnerships.

**Operational objectives:**

- Disseminating and promoting the OSS products.
- Training the media and media professionals and raising awareness among the general public about environmental issues.

### 1.3. PURPOSE OF THE MISSION

The OSS has come to halfway through the implementation of its 2030 Strategy and has decided to go for an in-depth evaluation of the achievements, identification of the challenges encountered and adaptation of future actions. The goal is to make sure that the Strategy remains aligned with the needs of the beneficiaries, while considering regional priorities and the evolution of the context.



The assignment will also help verify the relevance and effectiveness of the Strategy, in line with the expected results and the Sustainable Development Goals for the Sahel and Sahara countries. For this to happen, the OSS is launching a call for tenders for the selection of an individual qualified consultant.

## 2. EVALUATION OBJECTIVES

The purpose of this mission is to provide an in-depth mid-term assessment of the OSS 2030 Strategy implementation, in order to guide future actions towards achieving its expected results. This will be achieved through the following specific objectives:

- Assessing the achievement of the 2030 Strategy objectives and expected outcomes;
- Identifying the successes, challenges and lessons learned from the first phase of implementation;
- Bringing recommendations to optimize future actions.

## 3. EVALUATION KEY QUESTIONS

In order to achieve the objectives, the evaluation will answer several questions that will help make a deeper analysis of the **relevance**, **effectiveness**, **efficiency**, **sustainability** and **future improvements** of the 2030 Strategy.

### ***Relevance:***

- How aligned the actions implemented are with the initial priorities and objectives of the 2030 Strategy?
- Is the strategy still adapted to the current needs of member countries, especially in a context of constantly evolving regional priorities?

### ***Effectiveness:***

- How tangible and measurable is progress towards the achievement of the expected results in the four priority thematic areas (water, land, climate, biodiversity) at this stage of implementation?
- What factors have helped make progress towards the strategic objectives, and what specific challenges have hindered the implementation of planned actions?

### ***Efficiency:***

- Have the available resources been optimally managed to optimize expected results?
- Are there opportunities to improve efficiency in the use of the resources?

### ***Sustainability:***

- Are the results achieved so far sustainable in the long term? Would they last beyond the implementation period?
- What actions need to be taken to ensure the sustainability of the achievements over time?

### ***Future improvements:***

- What specific and concrete adaptations need to be put in place to improve the second phase of the 2030 Strategy and optimize its long-term impact?

## 4. SCOPE OF THE EVALUATION

The mid-term evaluation of the OSS 2030 Strategy will cover the 2020-2024 period. It will analyze the progress made in the aforementioned key thematic areas and cross-cutting programs. The focus will be on the results obtained, the challenges encountered and the adjustments needed for the next phase. The evaluation will cover several important aspects, namely:

- Activities carried out in the intervention areas of the strategy: water resources management, biodiversity, combating desertification and adaptation to climate change.
- Flagship projects and collaborations with member countries and international partners.
- The effectiveness and efficiency of governance structures and monitoring-evaluation mechanisms.
- Analysis of the results according to the performance indicators defined at the beginning of the strategy.

## 5. EXPECTED OUTCOMES

The expected outcomes of this evaluation should help guide the further implementation of the 2030 Strategy, with concrete and measurable recommendations. Each outcome is part of an in-depth analysis of the different aspects of the strategy.

### ASSESSED RELEVANCE OF THE INTERVENTIONS

1. A report detailing the alignment of actions with the OSS current strategic priorities and the evolving needs of member countries, with proposals for adjustments to ensure their relevance.

### ANALYSED EFFECTIVENESS OF THE INTERVENTIONS BY THEME

2. An assessment of the progress made in priority areas (water, land, climate, biodiversity), highlighting the results obtained and the improvements for each theme.

### DIFFICULTIES ENCOUNTERED AND LESSONS LEARNED IDENTIFIED

3. A summary document of the main challenges that have hindered the implementation of the strategy, supported by lessons learned from these experiences to adjust future actions.

### RECOMMENDATIONS FOR THE FINAL PHASE

4. A consolidated plan of action, integrating strategic recommendations to optimize the impact of interventions in the final phase of the 2030 Strategy.

## 6. DUTIES OF THE CONSULTANT

In order to guarantee the success of the assessment, it is crucial to implement what follows:

### Evaluation of the results and the impact

- Analyze operational results, including products, concepts, methodologies and publications produced in the framework of the 2030 Strategy implementation, while assessing their impact on the beneficiaries and targeted areas, in accordance with the indicators established in Annex 1 of the Strategy Logical Framework.
- Assess the commitment and participation of member countries and their specialized Organizations as well as the impact of such a participation on the implementation and effectiveness of actions.



## Analysis of the sustainability and challenges

- Assess the sustainability of actions and results by determining how they are integrated into member countries' institutions and identifying challenges and obstacles that hinder their adoption.
- Study the obstacles encountered during the implementation, including financial challenges, as well as the potential solutions adopted to overcome these obstacles.
- Assess the ability of the OSS and its Strategy to meet regional challenges, considering the changing needs of member countries and partners.

## Recommendations and positioning

- Come up with recommendations considering the current context in the OSS area of action and the international context, including the adoption of the SDGs in 2015, the 2030 Agenda, the strategic plans of the Rio Conventions, as well as the Paris Agreement on climate and the Nationally Determined Contributions (NDCs).
- Assess the OSS positioning in relation to other regional and sub-regional Organizations working on the environment, while considering the opportunities offered by Climate Finance and multilateral Funds, such as the Green Climate Fund and the Adaptation Fund, in order to strengthen support for environmental initiatives.
- Review the visibility of the OSS actions at national, sub-regional and international levels, by integrating stakeholders, including members, technical and financial partners, as well as civil society.

# 7. METHODOLOGY AND APPROACH

The consultant will have to submit a detailed and relevant approach for this mission, discussed and validated with the experts of the OSS Executive Secretariat (OSS/ES). The evaluation will be based on a mixed approach, based on four main aspects.

### DOCUMENT REVIEW

A thorough review of the project reports, annual reviews and strategy monitoring documents will help contextualize the results and assess the effectiveness of the implementation.

The OSS will provide the consultant with all necessary documents, including:

- The OSS 2010 Strategy
- Evaluation of the OSS 2010 Strategy implementation
- The OSS 2020 Strategy
- Mid-term evaluation of the OSS 2020 Strategy implementation
- The OSS Quadrennial Activity Report (2016)
- The OSS Quadrennial Activity Report (2020)
- The OSS 2030 Strategy

## DATA COLLECTION

Data collection will be carried out through several methods, including:

**Consultations and interviews:** The collection of internal (OSS members) and external (partners, experts, local communities) stakeholders' perspectives will be done through formal and targeted dialogues.

**Surveys:** The questionnaires and surveys will aim to collect relevant quantitative and qualitative data, thus strengthening the information base.

## 8. DELIVERABLES, DURATION AND REMUNERATION

### 8.1. DELIVERABLES

The expected deliverables for the mid-term evaluation of the OSS 2030 Strategy are as follows:

**D1 - Consolidated Methodology Note:** A document detailing the final methodology, including the interview guide, the list of people and institutions to contact, as well as the validated methodology approaches. This deliverable is subject to the OSS/ES validation during the kick-off meeting.

**D2 - Interim report:** A French interim report of the 2030 Strategy implementation evaluation. Based on the analysis of the first results, the interviews conducted, and the data collected, this document will reflect the in-depth evaluation of the results obtained, the obstacles encountered, as well as recommendations for the strategy optimization. It will be submitted to the OSS for review and comments.

**D3- Final evaluation report:** The final report, including the OSS/ES comments and recommendations. This complete report will be presented in French and English and will be the reference document for the 2030 Strategy adjustments for the remaining period 2025-2030.

**D4 - Presentation of the evaluation results:** A French/English summary presentation of the evaluation findings will be presented at the General Assembly due on April 2025.

Table 1 - List of the deliverables and delivery times

Deliverable	Delivery times
D1. Consolidated methodology note - deliverable 1	Six (6) man-days of effective work after the framework meeting and no later than December 15, 2024
D2. Interim report - deliverable 2	Ten (10) man-days of effective work from the validation of deliverable 1 and no later than February 10, 2025
D3. Final evaluation report - deliverable 3	Fourteen (14) man-days of effective work after the ES validation meeting and no later than February 28, 2025
D4. Presentation of the evaluation results	During the General Assembly due on April 2025

The validation times by the OSS/ES will not be included in the duration of the Consultant's mission.

## 8.2. DURATION AND REMUNERATION

The effective duration of the mission is estimated at 30 man-days spread over a period of 150 calendar days, starting from the date of the framing meeting.

Fees will be paid by the OSS to the account specified by the consultant, in three installments, in accordance with the table below:

**Table 2 - Payment terms for the consultation**

Installments	Payment Terms	Amount
Installment 1	Submission and validation of deliverable 1 (methodological note) by the OSS	30% of the total contract amount
Installment 2	Submission and validation of deliverable 3 by the OSS	50% of the total contract amount
Installment 3	After the presentation of the evaluation results at the OSS General Assembly	20% of the total contract amount

## 9. QUALIFICATIONS REQUIRED

The Consultant will be selected based on the quality of the resume and the compatibility of the skills with the mission. The selected Consultant must meet the following criteria:

### ACADEMIC TRAINING

**Required degree:** Advanced degree (Master's degree minimum) in environmental sciences and/or natural resources management.

### PROFESSIONAL EXPERIENCE

The Consultant must have 10 years of proven experience in:

- Conducting multidisciplinary program evaluations involving many partners and varied themes, particularly in the water, land, climate and biodiversity sectors.
- Strategic planning, with the ability to conduct complex situational analyses and formulate recommendations based on such analyses.
- Analysis of current dynamics in the areas of water, sustainable land management and climate, with a particular focus on climate change adaptation and mitigation.

### SPECIFIC SKILLS

- A good knowledge of the African and international institutional landscape in the fields of environment, natural resources management and climate, with an ability to integrate this knowledge into regional strategies.
- Strong analytical skills for evaluating program results, writing clear and detailed reports, and formulating relevant recommendations.
- Excellent writing and communication skills, both in French and English, to ensure effective exchanges with stakeholders and the production of quality documents.

### REFERENCES AND ACHIEVEMENTS

- **Proven experience** in similar missions, preferably in connection with sustainable natural resources management programs in Africa, and the ability to add value through relevant analyses and strategic recommendations.

## 10. PRESENTATION OF THE FILE

The consultant will have to submit a technical offer and a financial offer. The financial and technical offers must be strictly separated.

### 10.1. Technical offer

The Consultant will have to provide a technical offer including the following documents:

- o **A methodological note:** A score of 4-10 pages detailing the approach that will be adopted to carry out the mission;
- o **A brief note** on the relevant experiences and references in relation to the tasks requested;
- o **A timeline** defining the deadlines and steps necessary for the conduct of the entire mission and the submission of the various deliverables;
- o **A detailed curriculum vitae** of the consultant clearly highlighting the assignments carried out in connection with the consultation and in accordance with the standard OSS CV template downloadable at the following link: [[Modèle CV OSS](#)]
- o Copies of diplomas

### 10.2. Financial offer

The Consultant will have to provide a financial offer in Euros valid for three months, starting from the day following the submission deadline.

## 11. EVALUATION

The selection process for the OSS 2030 Strategy mid-term evaluation will first include the evaluation of the technical offers and then the evaluation of the financial offers.

### 11.1. Technical offer

The evaluation and comparison of the technical offers will be done with no financial considerations. Offers will be scored out of a total of 100 points according to the criteria set out in the table below. To be eligible, a technical offer must have a minimum score of **70 out of 100**.

### 11.2. Financial offer

Only bidders who have obtained a satisfactory technical score will have their financial offers considered. The financial offer scores (FS) will be calculated according to the following formula:

The financial offer scores (FS) will be calculated as follows

**FS = 100 x Fm/F, with:**

- FS: Financial score of the bidder
- Fm: Lowest financial proposal of the technically successful offers
- F: Financial proposal of the bidder

### 11.3. Final evaluation

The offers will be ranked according to their overall score (OS) according to the following formula:  $OS = [TS \times (70\%)] + [FS \times (30\%)]$

- OS: Overall score
- TS: Technical score
- FS: Financial score

The consultant will be selected based on the offer that obtained the highest overall score (OS).

**Table 3 - Technical offer rating scale**

Elements	Points
Degree: Minimum Master's degree in environmental sciences, natural resources management, or related field	10
Analytical and reformulated restitution of a good understanding of the mission, the consultant's responsibilities and the mission's objectives	10
Work methodology: work plan adapted and consistent with the mission's objectives	20
Experience in multidisciplinary program evaluation and strategic planning (minimum 10 years, at least 3 similar missions)	20
Experience in sustainable natural resources management in Africa (at least 2 relevant experiences)	20
Knowledge of the African and international institutional landscape in the fields of environment and climate	10
French and English writing skills (5 points per language)	10
<b>Total</b>	<b>100</b>

## 12. SUBMISSION TERMS AND DEADLINE

Tenders must be submitted by **email only**, no later than **November 20, 2024 at 23:59 (Tunis time, GMT+1)**. Bidders must send their applications to the following address: [procurement@oss.org.tn](mailto:procurement@oss.org.tn), mentioning “[AO/OSS/SE-Eval-Mi-Parcours-Strat2030/301024-34]” in the subject line of the message.

## 13. REQUEST FOR CLARIFICATION

For any request for additional information, bidders may contact the OSS Administrative and Financial Department by email at least ten (10) days before the deadline at the following address: [sonia.njah@oss.org.tn](mailto:sonia.njah@oss.org.tn)