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BACKGROUND INFORMATION

1.1. Partner country

< Albania >

1.2. Contracting authority

< Milieukontakt Albania >

1.3. Country background

Plastic production, consumption, and waste are growing exponentially, causing environmental damage and contributing to greenhouse gas emissions, with significant implications for human health, economies, and social well-being. Addressing plastic pollution requires comprehensive policy solutions that focus on recycling, reuse, and responsible design to promote a circular economy.

Plastic waste is a global environmental challenge, and Albania is no exception. Although plastic waste accounts for only 9.2% of overall waste, the country's low recycling rate (17%) and high levels of mismanaged waste exacerbate the issue. The HoReCa (hotels, restaurants, cafes, and bars) sector significantly contributes to this problem, driven by its reliance on single-use plastic products to meet the demands of a growing tourism industry. This has led to environmental degradation, particularly in Albania's coastal and urban areas, which are vital to the country's tourism appeal.

As Albania seeks EU membership, it is negotiating Chapter 27 of the EU acquis on Environment and Climate Change, which includes stringent waste management requirements. Waste management is closely linked to the transition to a Circular Economy, aiming to minimize waste generation and transform waste into a resource.

In Albania, all reporting obligations, policy planning, strategy formulation, and implementation monitoring on waste management issues are coordinated by the Ministry of Tourism and Environment (MTE) as the leading institution (GIZ & MTE, 2020). The Ministry of Tourism and Environment, being a policy-making institution, has progressed in drafting and approving the legal framework in the field of waste by EU directives and regulations. A challenge for the coming years is the implementation and enforcement of these laws, whilst producing the necessary high-quality data to back the achieved progress. Lack of cooperation and/or overlapping powers of central and local institutions hinder effective implementation.

1.4. Current situation in the sector

Plastic waste is a top environmental challenge in Albania. Even though it constitutes only 9.2% of the plastic waste, it remains one of the most important priorities that Albania faces due to low recycling rates and high volumes of mismanaged waste.¹ As such, this situation essentially reflects a broader global challenge. According to the report by OECD Global Plastic Outlook, "Economic Drivers, Environmental Impacts and Policy Options" (OECD, 2022), global plastic waste almost doubled between the years 2000 and 2019, while the percentage of recycling reached merely 9% in 2019.² The inappropriate treatment of plastic waste is one of the major causes of environmental pollution, especially within the Adriatic-Ionian basin, where untreated plastic waste leaks into the environment at an average rate of 20 kg per capita every year.³ This pollution affects ecosystems, especially marine environments, and causes health effects in humans. According to data gathered by

¹ OECD. (2022). Addressing plastic waste generation in Albania: A pathway to sustainability. OECD Publishing. <https://www.oecd-ilibrary.org/docserver/8c970fdc-en.pdf?expires=1714255307&id=id&accname=guest&checksum=6AFC857DF14B57DEE39CCADBA82E7EF3>.

² OECD (2022), Global Plastics Outlook: Economic Drivers, Environmental Impacts and Policy Options, OECD Publishing, Paris, <https://doi.org/10.1787/de74taef-en>.

³ World Bank. (2020). Realizing the Blue Economy Potential in Albania. World Bank. <https://openknowledge.worldbank.org/server/api/core/bitstreams/0e31273d-a69e-523a92ec-d49b483daa1c/content>.

the Albanian Statistics Institute (INSTAT), in 2023, approximately 844,157 tons of urban waste were managed, marking a slight increase from 820,322 tons in 2022, equivalent to a growth of 0.03%. Organic waste continued to dominate urban waste management, maintaining a stable share of 57-58% over the past three years. Meanwhile, the share of Plastic, Glass, and Paper/Cardboard in the overall structure of managed urban waste has steadily increased. Despite this progress, recycling accounted for 18.81% of total waste in 2023, a slight decrease from 18.89% in the previous year.⁴ However, these figures may fail to represent the real scenario, as Albania lacks the appropriate measurement and reporting of data on waste.⁵

Special challenges in plastic waste management have been recorded in Albania, where reports of high levels of untreated plastic and significant marine litter continue to arise. Some legislation has been enacted-the ban on certain single-use plastic bags⁶ but this is only loosely enforced.⁷ In this respect, Albania would have to harmonize its laws with the establishment of recycling targets and a ban on certain plastic products in line with EU plastic legislation. This process is exacerbated by the rapidly developing tourism industry due to the intensive use of disposable plastic packaged goods in the HoReCa sector, leading to high pollution that reduces attractiveness on both coasts and in cities. To support this sector, the Honest Alternatives to Plastic Index (H.A.P.I.) helps to assess the environmental impact of the single-use plastic products in use by objectively comparing them to alternative products available on the local market, as well as by providing best practice suggestions and guidelines for plastic reduction and encouraging the uptake of reusables and other sustainable practices.

The final beneficiaries of this project proposal include the broader population living along the Ishem and Vjosa River Basins, who will benefit from reduced plastic pollution and improved environmental quality. Public authorities, the tourism industry, and the media will also benefit from enhanced environmental governance and the promotion of Albania as a cleaner, more sustainable destination.

1.5. Related programmes and other donor activities

Overall, the action is crucial in addressing the environmental and governance challenges faced by Albania. By doing so, the project contributes to a more sustainable and resilient future for the country.

The action is closely aligned with key Sustainable Development Goals (SDGs) and international environmental frameworks. It supports SDG 6 by improving water quality through reduced plastic pollution, SDG 12 by promoting circular economy practices and sustainable consumption, SDG 13 by contributing to climate action through environmentally sustainable practices, SDG 14 by addressing marine pollution, and SDG 15 by protecting and restoring terrestrial ecosystems. The action is also synergistic with global frameworks like the Paris Agreement, UNEP's Global Programme of Action, and the Barcelona Convention. Regionally, it aligns with the EU Strategy for the Adriatic and Ionian Region (EUSAIR) and the EU Circular Economy (CE) Action Plan. By addressing Albania's critical challenges with plastic pollution and waste management, the project not only aligns with national priorities but also enhances environmental governance and sustainability in the region, contributing to a more sustainable and resilient future for Albania and the broader Mediterranean region.

Projects and initiatives in the sector in Albania are:

- “Circular Economy” project for Albania funded by EU and implemented by GIZ.
- “EU for Circular Economy and Green Growth” supporting the transition of Albania towards a circular economy

⁴ INSTAT. (2023). <https://www.instat.gov.al/media/13975/mbetjet-urbane-2023.pdf>.

⁵ Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH. (2023). Albania: Reusable packaging systems and women participation. <https://www.giz.de/de/downloads/giz2023-en-albania-reusable-packaging-systems-and-women-participation.pdf>.

⁶ Referring to Law No. 28, dated 17.03.2022, and Council of Ministers Decision No. 367, dated 30.5.2022

⁷ European Commission. (2023). Albania 2023 report. https://neighbourhood-enlargement.ec.europa.eu/system/files/2023-11/SWD_2023_690%20Albania%20report.pdf.

- “EU4Nature” funded from the EU.
- “EU4Rivers” project, where main priorities are the implementation of the river basin management plans and initiating the development of the marine litter framework for the Adriatic and Ionian Sea.

OBJECTIVES & EXPECTED OUTPUTS

1.6. Overall objective

The **overall objective** of this action is to promote plastic-free rivers, specifically targeting the Ishëm and Vjosa river basins, and the Adriatic Sea, by strengthening the participation of Civil Society Organizations (CSOs) in concrete actions aimed at protecting the environment and biodiversity.

1.7. Specific objective(s)

The **specific objectives** of the action are:

- to foster dialogue and cooperation between CSOs and local and central authorities in policy and decision-making processes.
- to engage CSOs in monitoring, preventing, and minimizing plastic waste through targeted capacity building and financial support; and
- to raise awareness among citizens, particularly young people, about reducing plastic waste through actions that promote waste reduction and circular economy practices.

1.8. Expected outputs to be achieved by the contractor

The outputs and respective outcomes of this project are:

- Output 1: Strengthened Dialogue and Cooperation between CSOs, Government, and the Private Sector;
- Outcome 1: Collaborative outputs from WP1 foster a cooperative environment for marine litter prevention.
- Output 2: Increased Capacity of CSOs for Environmental Monitoring and Advocacy;
- Outcome 2: Capacity-building outputs from WP2 and WP3 empower CSOs with the necessary skills and resources.
- Output 3: Adoption of Sustainable Practices by the Private Sector;
- Outcome 3: Lead to widespread adoption of sustainable practices in the HoReCa sector.
- Output 4: Raised Public Awareness and Behavioural Change;
- Outcome 4: Result in greater public awareness and a shift toward more sustainable behaviours.

ASSUMPTIONS & RISKS

1.9. Assumptions underlying the project

Some of the key assumptions of the project are:

- The motivation of CSOs to work on absorbing ML monitoring protocols.
- The ambition and professionalism of CSOs to work on the site.
- The motivation of young people to actively engage in the workshops.
- The desire and understanding of the benefits of reducing plastics.

1.10. Risks

Risks associated with these assumptions include potential resistance or lack of motivation from stakeholders, insufficient participation or poor data quality, limited engagement from the public, and slow adoption of policy changes. To mitigate these risks, the project will focus on continuous stakeholder engagement, providing necessary training and resources, employing engaging educational methods, and ensuring that policies are both practical and incentivized for adoption.

SCOPE OF THE WORK

1.11. General

1.11.1. Project description

External Expertise Service for ‘Grant manager expert’ under the project “Cleaner rivers - Cleaner seas (RiverClean).

Limited budget

Estimated value excluding VAT: 11.500,00 EUR

The Grant Manager Expert within the RIVER Clean project will play a role in supporting Milieukontakt and ETMI throughout the implementation of the granting scheme, an instrumental component of the project. This consultant will be responsible for facilitating and monitoring the implementation of the grants awarded through numerous calls during the lifetime of the project and ensuring the fulfilment of all funding rules and regulations in full compliance with PRAG.

The project adopts two main approaches for evaluating and monitoring the effectiveness of plastics policies to identify the most effective solutions in the local context:

- Citizen Science approach for ML monitoring and reporting

RIVER Clean is focused on strengthening capacities of CSOs and the private sector (HORECA) in marine litter monitoring, plastic waste prevention, and waste minimization through a building program and financial support. The implementation organization designed the actions by proposing a bottom-up approach through the establishment of the Citizen Science network. As part of the Citizen Science network, there will be CSOs and students (youth) who will conduct the ML monitoring and reporting techniques. Scientific papers have shown that marine litter monitoring is a suitable citizen science activity, effectively engaging citizens, youth, and organizations from the general public in research activities addressing a relevant environmental issue. This method of implementation is proposed because there is a lack of data from the public agencies or, more often, a lack of reliable data in place; thus, an alternative method is needed. An advantage of the citizen science approach is their liability of the collected information, which includes data quality, such as preparation of clear protocols, training of citizens/CSOs, in situ supervision by implementing organizations (ETMI and MIA), and revision of samples and data. The results of other comparative studies confirm that the citizen science method can be a useful approach to increase the available information on marine litter sources, distribution, and ecological impacts.

- Policy influencing through ML monitoring data

Reference studies indicate that marine litter monitoring serves as an effective tool for evaluating policy effectiveness. Through regular marine litter monitoring, the level of implementation of national waste strategies, circular economy roadmap, Extended Producer Responsibility (EPR), the number of cleanups regularly realized from the municipalities and other policy instruments currently in place or expected to be implemented (EPR model). The information collected from the CSOs will then be processed and used for the development of the policy papers. In the policy papers report, the outcome of the monitoring will be presented, and several measures/recommendations will be addressed to decision-makers. The implementing organizations will organize 4 regional meetings with participation of private sector, municipalities, CSOs, to validate the data collected on the ground,

and later on, two policy dialogues on the format of a national conference will take place. The purpose of the policy dialogue between CSOs, local/central government, HORECA sector will serve as an approach for influencing the right practices/policies to the decision-makers.

The CSOs will play a significant role in the Marine Litter monitoring and policy influencing and they will be supported and assisted by Milieukontakt and ETMI.

1.11.2. Geographical area to be covered

Albania

1.11.3. Target groups

Target groups of the project actions are listed below:

- Civil Society Organizations (CSOs) active along the Ishem and Vjosa River Basins

The action will provide targeted capacity-building programs to enhance the technical and management skills of CSOs, focusing on ML monitoring, CE principles, and policy advocacy. Additionally, a sub-granting scheme will offer financial support to 10 CSOs, enabling them to undertake concrete actions for plastic waste reduction.

- Municipalities along the Ishem and Vjosa River Basins

The project will support the creation and implementation of Memoranda of Understanding (MoUs) among at least nine municipalities, fostering a coordinated approach to plastic waste management. The action will facilitate regional meetings to improve collaboration between municipalities, CSOs, and the private sector, and will provide technical assistance to help municipalities enhance their waste management practices, extend waste collection services, and engage citizens in waste separation initiatives.

- Businesses in the Hospitality Sector (HoReCa)

The project will introduce the Honest Alternatives to Plastic Index (HAPI) tool to guide businesses in identifying and adopting sustainable alternatives to single-use plastics (SUPs). The action will also offer capacity-building workshops and ongoing support to help businesses implement waste prevention measures. Through the Low Plastic Zone Initiative (LPZ), businesses that successfully reduce their plastic waste will be recognized and promoted, providing them with both a competitive edge and a motivation to continue their efforts.

- Youth and Students in the Target Areas

The project will engage at least 2,000 young people through a series of educational initiatives, including summer schools, info sessions, and hands-on activities such as clean-up events. These activities will not only raise awareness but also empower youth to take concrete actions to reduce plastic waste. By integrating youth into the Citizen Science Network and involving them in policy development discussions, the project will ensure that their voices are heard and that they contribute to sustainable environmental solutions.

The final beneficiaries of this project proposal include the broader population living along the Ishëm and Vjosa River Basins, who will benefit from reduced plastic pollution and improved environmental quality. Public authorities, the tourism industry, and the media will also benefit from enhanced environmental governance and the promotion of Albania as a cleaner, more sustainable destination.

1.12. Specific work

The Grant Manager Expert will be responsible for overseeing the implementation of the financial support component (sub-granting) for Civil Society Organizations (CSOs) involved in the HAPI (Harmonized Approach to Preventing Waste Initiative) and Beach Litter Monitoring Protocol. This includes ensuring that the disbursement of funds aligns with the objectives of the project and the proper execution of activities outlined for the initiative.

Grant Management:

- Manage the entire grant cycle from proposal submission to final reporting.
- Oversee the preparation, approval, and disbursement of sub-grants awarded to selected CSOs.
- Ensure timely, efficient, and transparent implementation of the financial and operational aspects of the grant.
- Monitor and evaluate the progress of CSO activities, ensuring they meet the predefined objectives related to the reduction of SUPs and Marine Litter monitoring.

Technical Support to CSOs:

- Provide guidance and technical support to CSOs on the proper usage of funds and activity implementation.
- Help CSOs design financial plans, budgets, and activity timelines to ensure successful implementation of activities.
- Offer advice and guidance to CSOs facing challenges in the implementation of their activities, especially in managing financial resources effectively.

Capacity Building and Training:

- Develop and deliver training sessions to CSOs on grant management procedures, including financial reporting, compliance, and effective resource management.
- Assist NGOs in improving log frame indicators according to OPSSYS (or their own indicators).

Monitoring & Evaluation:

- Track and evaluate the progress of funded activities and deliverables (guidelines, leaflets, stickers, business commitments).
- Conduct regular field visits and audits to ensure that funded CSOs are in line to the project guidelines and standards.
- Coordinate the collection and analysis of data on the environmental impact of the initiatives (reduction in SUP use, business commitments).
- Maintain an organized and comprehensive database of all financial documents, including receipts, contracts, and financial statements, ready for audits or reviews.

Stakeholder Communication & Coordination:

- Serve as the primary point of contact between the consortium and CSOs.
- Facilitate meetings between CSOs and businesses in the HoReCa sector.
- Ensure that CSOs receive the necessary resources and materials (guidelines, handouts, etc.) to implement the project successfully.

The **Grant manager expert** will:

- Report directly to the **Project Manager**.
- Work closely with **project partners** to align communication and stakeholder engagement strategies.

1.13. Project management**1.13.1. Responsible body**

Milieukontakt Albania will be responsible for managing this contract, the procurement procedures, technical documents, and the financial management.

1.13.2. Management structure

Milieukontakt Albania is a non-governmental organization.

The project team consists of a project manager, project coordinator, finance manager, project assistant, grant manager, stakeholder engagement expert, consultant for the policy paper, monitoring and evaluation expert.

The person responsible for all the future work from Milieukontakt will be Mr. Arion Sauku.

1.13.3. Facilities to be provided by the contracting authority and/or other parties

Both partners of the project will offer all the necessary information for the implementation of the contract.

LOGISTICS AND TIMING

1.14. Location

Albania

1.15. Start date & period of implementation

The intended start date is <12.05.2025> and the period of implementation of the contract will be <25> months from this date. Please see Articles 19.1 and 19.2 of the special conditions for the actual start date and period of implementation.

REQUIREMENTS

1.16. Personnel

Note that civil servants and other staff of the public administration, of the partner country or international/regional organizations based in the country, are not allowed to participate in this call.

The selection procedures used by the contractor to select the experts must be transparent, must guarantee the absence of professional conflicting interests and the absence of any discrimination based on former or current nationality, gender, place of residence, or any other ground. The findings of the selection panel must be recorded.

The Organisation & Methodology must include a paragraph demonstrating that a gender-sensitive experts' selection procedure has been applied⁸

All experts must be independent and free from conflicts of interest in the responsibilities they take on.

1.16.1. Key experts

Key experts have a crucial role in implementing the contract. These terms of reference contain the minimum requirements for the key experts. The "Key Expert's profile" (Annex IV) shall be submitted by the tenderer for the following key experts:

Key Expert: Grant manager expert

⁸ Note that gender balance refers not only to numerical parity, but also to the level of employment and remuneration, roles and functions.

Minimum requirements

- The expert shall have a diploma in the field of economic and social sciences.
- Minimum of 5 years of experience in grant management or project management in an international development or environmental context.
- Proven experience working with non-profit organizations and understanding of the challenges they face in managing grants/projects.
- Experience with environmental sustainability projects, particularly those focused on waste reduction, SUPs, or circular economy initiatives.
- Prior experience in managing grants funded by donor organizations and ensuring compliance with donor regulations proven by service and employment contracts, in the minimum value of 5,750 euros in the last 3 years.

Qualifications and skills

- Strong analytical, writing, reporting, and presenting abilities.
- Strong interpersonal skills and communication skills in multi-stakeholder contexts, including within the private sector.
- Diplomatic and negotiating skills.
- Ability to work under pressure and in stressful situations.

Other competencies:

- Experience in cooperation with government institutions is an asset.
- Experience in international companies, organizations, or institutions is an asset.
- Ability to work with minimum supervision
- Good understanding of the socio-economic and political context of Albania
- Extensive knowledge of sustainable tourism practices is a plus.

General professional experience

- The expert shall have a diploma in the field of economic and social sciences. Master's in business administration and economics, it is preferably.
- Project Management: Strong organizational skills with the ability to manage multiple tasks and deadlines.
- Excellent written and verbal communication skills, including the ability to present complex information clearly and concisely.
- Ability to build the capacity of CSOs and guide them through complex financial management processes.
- Financial Management: Solid understanding of financial reporting, auditing, and compliance processes.
- Strong analytical skills to address challenges related to grant implementation and resource allocation.
- Fluency in English (written and spoken). Knowledge of additional languages is an advantage.

Guidance on expert time inputs:

- 1) **Working days:** Performance of the contract (and therefore payment) is based solely on 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). The time input for experts must be expressed in full-time equivalent (FTE). Tenderers must annex the 'Estimated number of working days' worksheet contained in the spreadsheet for Annex V to their organisation and methodology

(Annex III) to demonstrate the correspondence between the proposed methodology and the expert inputs.

- 2) The annual leave entitlement of the experts employed by a 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 annual leave entitlement of experts must not exceed 60 calendar days per year. Moreover, 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. A day of annual leave is not considered to be a working day. See Articles 21 and 22 of the general conditions.
- 3) 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 place of performance upon mobilisation and demobilisation as well as leave), accommodation, expatriation allowances, leave, medical insurance and 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 support facilities.
- 4) The delivery mode of the expert's assignment is either on the place of performance or home-based (see PRAG 2.5.5). The delivery mode, the locations where the expert will undertake missions, and the working days needed for each mission are indicated in section 5.1 of the terms of reference.

1.16.2. Non-key experts

NA

1.16.3. Support staff & backstopping

The contractor will provide support facilities to their team of experts, including back-stopping, during the implementation of the contract.

Backstopping and support staff costs must be included in the fee rates.

1.17. Office accommodation

Office accommodation of a reasonable standard and of approximately 10 square metres for the expert working on the contract is to be provided by [the contracting authority]:

1.18. Facilities to be provided by the contractor

The contractor must ensure that experts are adequately supported and equipped. In particular it must ensure that there is sufficient administrative, secretarial and interpreting provision to enable experts to concentrate on their primary responsibilities. It must also transfer funds as necessary to support their work under the contract and to ensure that its employees are paid regularly and in a timely fashion.

1.19. Equipment

No equipment is to be purchased on behalf of the contracting authority / partner country as part of this service contract or transferred to the contracting authority / partner country at the end of this contract. Any equipment related to this contract that is to be acquired by the partner country must be purchased by means of a separate supply tender procedure.

1.20. Incidental expenditure

The provision for incidental expenditure, including the provision for expenditure verification, covers ancillary and exceptional eligible expenditure incurred under this contract. It cannot be used for costs that should be covered by the contractor as part of its fee rates, as defined above. Its use is governed by the provisions in the general conditions and the notes in Annex V to the contract.

The provision for incidental expenditure, including the provision for expenditure verification, will not be taken into account in the comparison of the financial offers.

All incidental expenditure incurred in the course of the contract as required by the Terms of Reference is to be invoiced at actual cost (per-diems are fixed flat rates and are considered actual costs). The reimbursement of actual costs shall include costs related to the payment of an incidental expenditure, such as bank charges.

The following incidental expenditure should be provided for:

- Travel costs are covered by the contractor
- Per diem will be covered by the daily fee of the expert
- Expenditure verification.

Travel costs

Missions are foreseen outside the place of performance/the home-based location (see section 5.1). For these missions, the incidental expenditure should make provisions for costs linked to travel and subsistence allowances. Travel undertaken by the expert for mobilisation and demobilisation as well as for leave purposes shall not be considered a mission and will not be subject to payment of per diem.

Expenditure verification

N/A

1.21. Lump sums

No lump sums are foreseen in this contract.

REPORTS

1.22. Reporting requirements

Please see Article 26 of the general conditions. Interim reports must be prepared every six months during the period of implementation of the tasks. The narrative report should be based on the monitoring and evaluation system set up in the contract, using the Logical framework matrix (annex b8g) if included in the contract. In the latter case, a narrative report must inform all the results as measured by the indicators defined in the logical framework. The narrative report must be provided along with the corresponding invoice, the financial report and an expenditure verification report defined in Article 28 of the general conditions. There must be a final report, a final invoice and the financial report accompanied by an expenditure verification report at the end of the period of implementation of the tasks. The draft final report must be submitted at least one month before the end of the period of implementation of the tasks.

Each report must consist of a narrative section and a financial section. The financial section must contain details of the time inputs of the experts, incidental expenditure and expenditure verification.

The expert shall provide the following reports:

Name of report	Content	Time of submission
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Inception report	Analysis of the existing capacity of the NGOs in the project area and work plan for the project (max 12 pages)	No later than 1 month after the start of implementation
Progress report (1)	Description of progress against the achievement of the results for the first group of granting scheme as spelled out in the Logframe (attached to the contract, if any). The progress report (technical and financial) should include problems encountered, accompanied by an invoice	No later than 1 month after the completion of the first round of grants.
Draft final report	Description of the achievement of the results for the second group of granting scheme as spelled out in the Logframe (attached to the contract, if any). The draft final report should include a description of the problems encountered and the final invoice.	No later than 1 month after the completion of the second round of grants.
Final report	Short description of the achievement of the results as spelled out in the Logframe (attached to the contract, if any). The final report should include a description of the problems encountered and recommendations, a final invoice.	Within 1 month of receiving comments on the draft final report from the project manager identified in the contract.

1.23. Submission & approval of reports

One original and two copies of the reports referred to above must be submitted to the project manager identified in the contract. The reports must be written in English. The project manager is responsible for approving the reports.

MONITORING AND EVALUATION

1.24. Definition of indicators

The deliverables and tasks will be assessed by the Project Manager in accordance with the functions agreed upon by the ToRs. The quantity and quality of tasks will be monitored and evaluated.

1.25. Special requirements

NA

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