

Achieving Gender Equality through Climate Resilient Water Investment in Africa

INVITATION TO TENDER

Final Evaluation of the Gender Transformative Water Climate and Development Program (AIP WACDEP-G) 2020-2025

ADA project no. 2665-00/2020: “Achieving Gender Equality through Climate Resilient
Development of Water Infrastructure Investments”

Continental Africa Water Investment Program (AIP)



GLOBAL WATER PARTNERSHIP ORGANISATION
STOCKHOLM

1. Context and Background

1.1 About the Global Water Partnership

The Global Water Partnership (GWP) is a multi-stakeholder international action network created in 1996 to foster the implementation of integrated water resources management (IWRM): the coordinated development and management of water, land, and related resources in order to maximize economic and social welfare without compromising the sustainability of ecosystems and the environment.

GWP comprises 2,800+ partner organizations in over 180 countries. GWP's Global Secretariat is the Global Water Partnership Organisation (GWPO), an intergovernmental organization. GWP operates at regional and country levels via its 13 Regional Water Partnerships (RWPs) and 77 Country Water Partnerships (CWPs). One of these 13 RWPs – GWP Southern Africa – also serves as GWP's Africa Coordination Unit, coordinating joint work across GWP's 5 water partnerships in Africa (GWP EAF, GWP CAF, GWP WAF, GWP SAF, and GWP MED which covers North Africa).

Our Vision: A water secure world.

Our Mission (GWP Strategy 2020-2025): To advance governance and management of water resources for sustainable and equitable development.

Our Unique Value : GWP mobilises action on the global water crisis through a unique combination of social capital, shared values, credibility within the global water community, bottom-up orientation, and expertise. A network of networks, we ensure the 'voices of water' can influence local, national, regional, and global development priorities. We are committed to our role as a neutral convener and respected for our focus on inclusiveness and sustainability.

Our Work: We prioritise opportunities where key global or regional policy frameworks bring leadership focus, progress measurement, development partner action, and potential for financing.

More information can be found at <https://gwpo-gwp.org/>.

1.2 About the Continental Africa Water Investment Program (AIP)

According to the AfDB Economic Outlook Report (2018), infrastructure development in Africa is struggling to keep up with the necessary pace required to support Africa's growing economy, address gender inequality and meet the socio-economic needs of a growing population.

Water is a key driver for development across the African continent and a critical enabler for productivity and sustainable economic growth. It contributes significantly to human development, poverty reduction, and the attainment of Agenda 2063 and the SDGs.

Achievement of SDG 6: Clean water and sanitation for all, requires long-term strategic planning of investment pathways that reduce water risks and that can be adapted over time. This requires investments not only in infrastructure, but also in other areas such as institutions, information, and inclusivity.

Despite the critical role water plays towards economic and social prosperity, investments into Africa's water sector are not advancing at the rate needed to achieve SDG 6. While earlier estimates linked to the Africa Water Vision 2025 placed annual investment needs at US\$ 64 billion, the AU cites more recent analyses focused on SDG 6 suggest that Africa now requires approximately US\$ 50 billion per year for water and sanitation. Actual investment levels continue to fall short, averaging around US\$ 10–19 billion annually.

Recognizing the above challenges in Africa, the Assembly of the African Union (AU) Heads of State and Government formally endorsed the progressive Continental Africa Water Investment Program (AIP), during its 34th Ordinary Session, held on 7th February 2021, in Addis Ababa, Ethiopia. The AIP was adopted as part of the second phase of the Africa Union Development Agency's Programme for Infrastructure Development in Africa Priority Action Plan (PIDA-PAP 2). The PIDA PAP 2 is a strategic portfolio of projects proposed by Regional Economic Communities (RECs) and AU Member States for implementation between 2021 and 2030, led by the African Union Development Agency (AUDA-NEPAD).

In February 2019, the Governing Council of AMCOW adopted a decision for the transformation of Africa's water investment outlook through increased partnerships and implementation of the AIP.

The goal of the AIP is to transform and improve the investment outlook for water security and sustainable sanitation for a prosperous, peaceful, and equitable society. The objective is to enhance job creation through gender-sensitive investments in water security, industrialisation, and climate-resilient development. AIP is expected to mobilise US\$30 billion in climate-resilient Sustainable Development Goal (SDG) 6 water investments and create at least 5 million jobs.

The AIP will accelerate gender transformative climate-resilient regional, transboundary, and national water investment in Africa, and is implemented through three support programs:

- AIP Transboundary PIDA Water Investments
- AIP Water, Climate, Development, and Gender Investments
- AIP SDG Water Investments

1.3 Gender Transformative Water, Climate and Development Program of Africa (AIP-WACDEP-G)

Gender equality is essential for ensuring water security and building climate resilience to all. However, across the African continent, investment and institution building through water and climate change adaptation programs are typically not gender responsive or gender transformative. Gender inequality remains and continues unabated despite high level declarations to the contrary at the pan African level. Unless gender equality is specifically targeted at the systemic level, the fast growing initiatives and investments in water security and climate resilience may not be socially sustainable and may significantly exacerbate gender inequalities.

[AIP WACDEP-G was developed to address these challenges as a program operating within the enabling political framework of the Africa Investment Program \(AIP\).](#) WACDEP-G aims to catalyze long-term change by ensuring that the preparation, development, governance, and management of climate-resilient water investments—and related institutional development—strategically promote gender equality. **WACDEP-G employs a systemic gender transformation approach (GTA) – identifying, influencing, and harnessing entry-points for promoting equality.**

WACDEP-G Goal and Objectives:

The goal of WACDEP-G is to ensure that the design, governance and management of ongoing and new climate resilient water infrastructure investments, institutions and job creation interventions strategically advance gender equality.

The overall objective is to transform gender inequalities at scale and promote gender transformative planning, decision-making and institutional development for climate resilient water investments in Africa.

The expected outcomes of the program are:

1. Gender-transformative structures, institutions, policies and plans for climate resilient water investments and jobs are put in place and implemented
2. Capabilities and knowledge of planners to enable gender-transformative planning and design of climate resilient investments developed
3. Embedded gender inequalities in accessing services, control of resources and assets addressed at local level
4. Gender-transformative projects implemented and inequalities of climate-vulnerable groups addressed

The program was implemented by:

- Implementing entity: GWPO
- Executing entities: GWP Africa Coordination Unit, GWP EAF, GWP CAF, GWP WAF, GWP SAF, and GWP MED; Relevant GWP CWP; AIP Reference Group
- Implementing partners: Governments (Ministries of Water; Climate Change; Gender; Planning; others), African Union Commission – Sustainable Environment and Blue Economy (SEBE) Directorate, African Union Development Agency (AUDA-NEPAD), AfDB, AMCOW, Regional Economic Communities (RECs), River Basin Organisations (RBOs).

The WACDEP-G work packages and Theory of Change summary are presented in Annex I.

AIP WACDEP-G scope and budget 2020-2025:

The Program’s total budget for 18 countries, 5 transboundary basins, and Pan-Africa continental level activities (AMCOW, AUC, AUDA-NEPAD) was €25.5M from 2020 to 2025. The programme was designed to be funded through a basket funding approach, with funding to the programme coming from different sources at the various levels of implementation (through agreements with GWPO, GWP RWPs, AUC, or other implementing partners).

The Austrian Development Agency (ADA) committed €8M to the program from 2020-2025 through GWPO, with a first contribution of €4M for the first three years of program implementation in 5 pilot countries, 5 transboundary basins, and support at Pan-Africa level under ADA project no. 2665-00/2020: “Achieving Gender Equality through Climate Resilient Development of Water Infrastructure Investments”.

The program supported additional countries through funding from other sources including the Swedish Development Cooperation Agency (Sida), Swiss Development Cooperation (SDC), Green Climate Fund (GCF), the European Union, and the World Bank.

Implementation timeframe & geographical coverage:

WACDEP-G was designed to be implemented over a six-year period (2020-2025) and started in April 2020. The First Phase (2020-2022) of AIP-WACDEP-G was implemented in five pilot countries (Uganda, Zambia, Tunisia, Benin, Cameroon) and five transboundary basins, representing the five sub-regions of Africa, as well as at the continental Pan-African level.

In 2023, the program was preparing to scale-up ADA-funded activities in 5 additional countries, while continuing in the initially covered geographies. Due to funding disbursement delays after mid-2023, no actual ADA-funded activities were implemented in the 5 new countries. However, the program continued to leverage opportunities for gender mainstreaming and where possible, gender transformation efforts, through other funded work in the program’s coverage areas.

AIP WACDEP-G Mid-Term Review:

A Mid-Term Review, covering implementation during April 2020-June 2022 was conducted. It assessed progress in participating countries and at multiple levels. It focused on reviewing how effectively the programme was being implemented, including its relevance, efficiency, and early results in relation to planned outcomes. The evaluation also analysed progress toward achieving programme objectives, making recommendations to identified challenges. A key purpose was to generate lessons learned and provide evidence-based recommendations to improve ongoing implementation and guide future scaling-up of the programme. The final evaluation for the program should build on the MTR, considering it as a substantive review of progress until June 2022.

2. Purpose and Objectives of Final Evaluation

Purpose

The overall objective for this final evaluation is to assess the relevance, coherence, and effectiveness of the WACDEP-G (2020-2025), including its underlying theory of change, design, and implementation. It aims to examine the extent to which these effectively contributed to structural, relational, and agency-level changes influencing policies, institutions, and investment processes in the water–climate nexus. The evaluation will generate actionable, forward-looking lessons to inform the strategic design, scaling, and implementation of WACDEP-G II (2027–2030) within the Africa Water Vision 2063 and Policy framework.

Objectives

- a) To assess the relevance and design quality of WACDEP-G, including the coherence of its Theory of Change and alignment with continental and national priorities.
- b) To examine the coherence of WACDEP-G’s components, mechanisms, and institutional interactions at continental and national levels.
- c) To assess plausible effectiveness by identifying observable changes linked to WACDEP-G and the factors that contributed to or hindered these changes, including the usefulness of GTA tools.
- d) To assess how implementation challenges affected programme delivery and what adaptive strategies were employed.
- e) To generate actionable lessons to inform the design of WACDEP-G II.

3. Scope of Final Evaluation

The evaluation is designed as a learning-oriented exercise. It will focus on generating a deep understanding of how gender-transformative approaches were applied, adapted, and experienced within the programme context, including through interrogation of its Theory of Change. It will emphasize the identification of concrete lessons from WACDEP-G, the effectiveness of adaptive strategies and resilience measures, and the conditions that enabled or constrained gender-transformative change. The ultimate aim is to inform the design, scaling pathways, partnerships, and financing modalities of WACDEP-G II, while strengthening future programmes that promote gender equality through water and climate resilience investments.

The scope of the final evaluation is therefore defined below.

Timeframe: The evaluation will cover the full implementation duration of WACDEP-G from April 2020 – December 2025. The available sources of information, and their use in the final evaluation, will vary across this total timeframe as follows:

- **April 2020 – June 2022:** Build on findings from the WACDEP-G Mid-Term Review (MTR). Documents made available for the MTR will also be provided to the final evaluators for reference; however analysis already conducted in the MTR should not be replicated, but built on, with any new analysis using the data until June 2022 demonstrating clear added value.
- **July 2022 – June 2023:** Assess progress under regular ADA-funded implementation and results emerging from work funded by other donors as reported in the 2022 and 2023 program annual reports submitted to ADA
- **July 2023 – April 2024:** Assess progress under conditions of delayed disbursement from ADA. While the 2023 program annual report includes progress made under the wider WACDEP-G program with ADA funding as well as funding of other donors, the 2024 program report, at the request of ADA, strictly focuses on progress and results generated through ADA funding in 2024. Documentation on gender equality results from activities funded by other donors (continuing from, or commencing implementation after, such activities reported in the 2023 program report) will be provided by GWPO to the evaluators.

Geographical area: The evaluation will focus on two levels –

- **Country level, 2 countries – Uganda, Zambia** – based on data availability and relevance of WACDEP-G, including post-June 2023 continuation of programming on gender, water, climate. *Data collection will take place through online surveys, virtual key informant interviews, and review of secondary data.*
- **Continental Pan Africa level – Engagement and results linked to Africa Union Commission(AUC) and Africa Union Development Agency (AUDA-NEPAD)** – to cover policy change at continental level, promoting gender equality across all 55 AU Member States. *Data collection will take place through online surveys, virtual key informant interviews, and review of secondary data.*

Thematic focus: While all components will be considered in the assessment of relevance and coherence, Components 3 and 4 will be excluded from the assessment of Effectiveness. Primary data collection at community level is therefore not foreseen.

Scope of intervention coverage: The evaluation will adopt a strategic, utilization-focused scope, rather than a comprehensive assessment of all programme activities.

The evaluation will prioritize:

- Extraction of concrete, practice-based lessons
- Understanding what worked, for whom, and under what conditions
- Assessment of influence pathways (including indirect and catalytic effects)

The evaluation will not:

- Conduct exhaustive coverage of all programme outputs or activities, given the specific learning interests of this evaluation
- Focus on demonstration projects on the ground, given the funding disruption post-June 2023 (which may not have allowed completion of initiated demonstration projects, including through application of their project exit strategies; activities that were planned but not yet initiated as of June 2023 may not have commenced)
- Focus on the transboundary level, for evaluation efficiency purposes
- Assess performance against original targets in a purely accountability sense, given the funding disruption post-June 2023

Evaluation criteria: Given the learning interests, and the implementation context of the program, the evaluation will apply the **following three OECD DAC evaluation criteria prioritized by GWP and ADA, on the specified WACDEP-G components, outcomes, and GTA level:**

Evaluation Criteria	WACDEP-G Component	WACDEP-G Outcome	GTA Level
Relevance: Did the intervention do the right things? Review appropriateness of the theory of change and intervention design	1, 2, 3	1,2,3,4	Structure Relational Agency
Coherence: How well did the intervention fit? Review internal consistency and alignment with institutions, partners, and systems	1, 2, 3	1,2,3,4	Structure Relational Agency
Effectiveness: How well did the intervention contribute to its objectives? Review contribution to results, with emphasis on transformational change and influence, rather than target achievement.	1, 2	1,2	Structure

4. Evaluation questions

The evaluation will apply the following questions to meet the above-described evaluation objectives:

Relevance: Did the intervention do the right things?

1. To what extent does the WACDEP-G Theory of Change present a coherent and logically connected set of objectives, assumptions and causal linkages?
2. To what extent is WACDEP-G's theory of change and its GTA tools relevant to addressing structurally embedded gender inequalities in water-climate investment planning and implementation at the following levels¹?
 - Structural change (policies, institutions)
 - Relational change (power dynamics)
 - Agency (capacities, leadership)
3. How well is WACDEP-G aligned with continental and national needs and priorities²?
4. How has the programme adapted (or not) to evolving political, institutional, and financing contexts?

Coherence: How well did the intervention fit?

5. To what extent are WACDEP-G's components and interventions (structural, relational, agency) logically connected and mutually reinforcing?
6. How well does WACDEP-G align and interact with water, climate, and gender priorities of:
 - Continental institutions (AUC, AUDA-NEPAD, AMCOW)
 - National systems and planning processes

¹ Country baseline report and country gender analysis are available and will be provided

² Country level priority policies (national policies on water, climate, gender; National Adaptation Plans; NDCs; national gender strategies; others) and corresponding analysis of priority policies are available and will be provided

- Other water, climate, and gender-related initiatives³?
7. How coherent were the mechanisms and approaches – i.e., the specific pathways, processes, and instruments such as policy engagement, institutional partnerships, technical assistance, capacity development, knowledge products – used by WACDEP-G, including during periods without ADA funding?

Effectiveness: How well did the intervention contribute to its objectives? (Assess WACDEP-G Components 1 & 2; WACDEP-G Objectives 1 & 2; GTA level – Structural only. Community-level change is not expected to be assessed)

Contribution to improvement along the gender equality ladder⁴

11. What observable changes, intended or unintended, have occurred, and to what extent can these changes be plausibly linked to WACDEP-G?
12. What contributing and hindering factors can be identified?

Effectiveness of GTA framework and tools⁵

13. How helpful were WACDEP-G’s GTA framework and tools in addressing systemic gender inequalities identified in the program inception stage through gender analyses, institutional assessments, PEA, and others?

Adaptive implementation

14. How did implementation challenges (e.g. funding delays, interruptions) affect programme effectiveness? What adaptive strategies were employed, and how effective were they?

5. Design and Approach

The bidder’s proposal must conform to the requirements [of Austrian Development Agency’s Guidelines for Programme and Project Evaluations \(2020\)](#) and follow Austrian Development Cooperation and OECD/DAC norms and standards as well as ethical guidelines for evaluations.

The bidder’s proposal must be clear to the point of providing the baseline of the scope of the consultancy, with elements that prove the high understanding of what is really intended with the provision of these services, including the mastery of the challenges and complexity that characterize the institutional arrangement of the WACDEP-G program.

³ Green Climate Fund Readiness Support for the Africa Union Multi-Country Program to Accelerate Water and Climate Resilience Investments through the Africa Water Investment Programme (AU- AIP Multicountry GCF Readiness Project); Team Europe Initiative (TEI) on Transboundary Water Management in Africa (EU Blue Africa support to AU); World Bank Regional Climate Resilience Project 2 (RCRP2); Green Climate Fund support for Zambia National Adaptation Planning; Adaptation Fund support for Strengthening Drought Resilience for Smallholder Farmers and Pastoralists in the IGAD Region, including in Uganda

⁴ The WACDEP-G gender transformative change framework outlines that a systems approach to strengthening equality at agency, relational, and agency levels can influence progress along a gender transformation ladder – from gender-blind at the bottom, through gender-neutral, gender-sensitive, gender-mainstreamed and ultimately gender-transformative states (see Figure 1)

⁵ The GTA framework and tools will be shared with the selected bidder. Examples include gender equality ladder/continuum, gender analysis, PEA analysis, identification of entry-points for GTA work through systems-relational-agency level interventions. These frameworks and tools were developed and applied as part of WACDEP-G implementation; they have thus far not been assessed.

The following points on design and approach should guide the bidder’s proposal:

- The evaluation team will combine a consultative, participative, non-experimental approach, adopting mixed-methods to capture both intended and emerging results, as well as the programme’s contribution to broader systemic change
- A Theory of Change (ToC) exists but should be reconstructed – with a special emphasis on the components 1 and 2 to support measurement of effectiveness – during the inception phase to allow for more differentiated results at different levels.
- Effectiveness questions should be analysed based on the reconstructed ToC.
- The evaluation toolbox should include, but not be limited to, semi-structured interviews, focus group discussions and document analysis.
- The evaluation should triangulate between document review, stakeholder perspectives, and investment pipeline evidence.
- A contribution analysis is recommended, complemented by outcome harvesting to also capture unintended results.
- The evaluation must be conducted in a gender-sensitive and inclusive manner respecting the principle of “do not harm” through-out the process.

Data collection methods for the evaluation, indicative:

- The review of secondary information sources already collected and accessible through GWPO, GWP-Africa Coordination Unit, AIP WACDEP-G Regional/National Teams and partners including those made available for the program’s Mid-Term Evaluation
- Consultative online meetings and key stakeholder interviews with GWPO, GWP Africa Coordination Unit, AIP WACDEP-G Regional and National teams, the programme partners (AUC, AUDA-NEPAD, AMCOW), groups directly involved in AIP WACDEP-G activities and other relevant actors and partners
- An inception workshop with GWPO, GWP Africa Coordination Unit, WACDEP-G program personnel from evaluation focus countries Uganda & Zambia

Documents to be provided to evaluators include, but are not limited to:

The program’s annual narrative and financial reports for years 2020, 2021, 2022, 2023, and 2024, as well as underlying supporting documentation and deliverables, prepared and submitted by GWPO to ADA as part of ADA project no. 2665-00/2020, will be made available to the evaluators.

In addition, the following documents provided for the MTR evaluation will also be available for the Final Evaluation, although the Final Evaluation should not duplicate the assessment and synthesis already undertaken in the MTR, rather referencing these documents to build on the MTR for the purposes of the Final Evaluation.

- Program proposal
- Program inception report
- Program country selection report
- Program implementation guidelines
- Documents by country for 5 countries:
 - gender analysis reports
 - baseline report, including stakeholder analysis
 - literature review and policy analysis
 - PEA analysis
 - detailed workplans for each of the pilot countries and regions
 - capacity development plans

It is important to note that the design of the WACDEP-G was informed by [GWP's 2011-2020 Water, Climate, Development Programme \(WACDEP\)](#), which also was externally evaluated and provided valuable lessons. Relevant documentation can be provided to evaluators upon request.

6. Evaluation Phases and Workplan

The evaluation consists of three phases: inception phase, inquiry phase and synthesis, each with specific milestones and deliverables:

- Inception Phase: Detailed evaluation planning , including method refinement and selection of data sources
- Inquiry & Analysis Phase: Data collection and analysis
- Synthesis & Reporting Phase: Final analysis, reporting and validation of findings

Formal feedback loops will be applied to review and finalize draft evaluation products, such as the inception and evaluation reports, using structured feedback matrices to ensure clarity and efficiency. A minimum of eight to ten working days is required for GWP and the Austrian Development Agency (ADA) to review and provide feedback. Only fully completed drafts, inclusive of necessary annexes, will be submitted for formal feedback.

For required structure and content of both the Inception Report (IR) and Evaluation Report (ER), please consult Annex 5 (Quality Checklist for IR) and Annex 6 (Quality Checklist for ER) of the [ADA Guidelines for Programme and Project Evaluations \(2020\)](#).

Inception Phase: The inception phase will begin with a virtual kick-off meeting and conclude with the approval of the inception report. No data collection must take place before the inception report is approved. Upon contract signing, a date and time for the kick-off meeting will be arranged between the successful bidder and GWP (GWPO and GWP Africa Coordination Unit). In preparation, upon contract signature, GWPO will provide the evaluation team with key documents, including project documentation and a draft stakeholder list, indicated in the annex. The evaluation team studies all necessary project documents; re-constructs and analyses the intervention logic and theory of change and its assumptions.

The kick-off meeting will serve as a critical introduction to the project's background, allowing evaluators to understand its context, evolution, and current status. It will also provide an opportunity to discuss data availability, logistics, and potential challenges or limitations including data collection planning worksheet or a similar tool and data triangulation and quality control. Additionally, the meeting will be essential for clarifying expectations and setting a timeline for subsequent steps.

The Inception Report (IR) is the first key deliverable for the evaluators, with a draft IR being the preceding first intermediate deliverable. In the draft IR, evaluators must present their detailed evaluation design, outlining the approach to answering each evaluation question and specifying how information will be gathered and analysed. Exploratory interviews may be conducted during this phase to inform the evaluation design in complement to the desk reviews, especially for the re-construction of the program ToC. The work plan outlined in the IR should be feasible and aligned with the evaluation objectives.

The inception report should be structured as follows:

1. Background, Purpose and Objectives
2. Evaluation Design and Approach
 - 2.1. Methodology and Methods
 - 2.2. Evaluation Matrix
 - 2.3. Data Collection Instruments

- 2.4. Data Analysis
- 2.5. Limitations, Risks and Mitigation Measures
- 3. Quality Assurance and Ethical Considerations
- 4. Workplan
- 5. Annexes

For further guidance on structure and content, bidders should consult the Quality Checklist for Inception Reports in ADA's Guidelines for Programme and Project Evaluations (Annex 5), and the Template for Evaluation Matrix (Annex 7).

The evaluators must first submit a draft IR, including re-constructed ToC. The reconstructed ToC must include sufficient level of detail especially for the effectiveness of component 1 and 2 to be evaluated. To reconstruct the ToC, the evaluators must first undertake document review, some consultations with relevant stakeholders and one or two virtual workshops as required. The evaluators will submit the draft IR to GWP. GWP and ADA require 10 working days to review and consolidate feedback, at each iteration.

The evaluators will present the draft IR at a virtual inception workshop to the GWP Africa Coordination Unit, program managers/gender advisors for the two focus countries (Uganda, Zambia), and potentially two key personnel from AUC, AUDA-NEPAD. This inception workshop will take a deep dive into the program theory of change (original and reconstructed by the evaluators), the program stakeholders, program components and activities, and GTA framework and tools, as well as discuss the evolving context for gender-transformative work on the continent. Through these discussions and related structured exercises, the inception workshop will test, refine, and validate the reconstructed ToC, Evaluation Design and Approach and Workplan.

Based on this, the evaluators will submit a final IR, which will be reviewed by GWP and ADA (via GWP). This phase concludes upon written approval of the inception report by GWP.

Inception phase deliverables:

- A draft inception report
- A final inception report

Inception phase milestones: Inception workshop, including presentation of draft inception report, and consultation and validation exercises prepared by evaluators

Inquiry & Analysis Phase: The inquiry and analysis phase encompasses both data collection and data analysis. Following the approval of the inception report, data collection will commence through desk research, key informant interviews (conducted virtually, in most cases). It is expected that the evaluation will include quantitative and qualitative data disaggregated by gender.

After data collection and data analysis, key findings will be presented to GWP in a virtual meeting. The presentation of key findings is intended to cross-check emerging results and to identify any potential additional sources needed to answer the evaluation questions.

Inquiry phase milestones:

- A virtual meeting presenting data collection progress and related matters, partway through data collection
- A virtual meeting presenting preliminary key findings, two weeks into analysis

Synthesis & Reporting Phase: The synthesis and reporting phase involves drafting, reviewing, and finalizing the evaluation report. ADA's Guidelines for Programme and Project Evaluations (Annex 6) must be followed for structure and content requirements of the evaluation report. This includes, for

example, that evaluation findings must be relevant to the evaluation questions, each finding numbered, based on triangulated evidence and the evidence base clearly documented in the report. Equally conclusions and recommendations should be clearly formulated and numbered and the logical flow between finding/s, conclusion and recommendation must be documented in the report. For more details see the quality checklist in Annex 6 ADA’s Guidelines for Programme and Project Evaluations.

Feedback from GWP, and ADA (via GWP) will be integrated into the draft reports through structured reviews, with final approval marking the completion of the evaluation. The synthesis and reporting phase concludes with GWP’s written approval of the final evaluation report.

Synthesis & reporting phase deliverables:

- A draft comprehensive evaluation report, including executive summary
- A final comprehensive evaluation report, including executive summary, infographics
- An infographic summarizing evaluation findings

Synthesis & reporting phase milestones:

- A virtual meeting presenting draft evaluation findings

Workplan: The total evaluation assignment will take place between May-September 2026, with an estimated minimum level of effort of 130 days.

Evaluation Phase, Tasks	Estimated Level of Effort, days	Timeframe, tentative	Deliverables
Inception Phase			
Kick-off meeting	40	11 May – 20 June	Presentation of proposal
Document review and desk research			
Consultations, exploratory interviews with GWP, WACDEP-G program stakeholders			
Draft inception report submission			Draft IR
Inception workshop			Draft IR presentation; consultation, validation
Final inception report submission			Final IR; Feedback matrix
Inquiry & Analysis Phase			
Key informant interviews	60	21 June – 30 July	
Desk research			
Data analysis			
GWPO check-in: analysis, preliminary findings			Progress presentation
Synthesis & Reporting Phase			
Data analysis and triangulation	30	1 August – 10 September	
GWPO check-in: draft findings			Progress presentation
Draft evaluation report submission			Draft report
Final evaluation report submission			Final report; Feedback matrix

The above estimated number of days are the minimum required for the assignment. Bidders are expected to provide estimated days for each task within each phase of the evaluation.

Quality Assurance: The evaluators should be aware that quality of data can be compromised at different stages of the final evaluation processes. As such, appropriate data quality control measures have to be taken into account to ensure that the collected data are of the highest quality. This will include:

- Provision of quality orientation to the final evaluation core team members,
- Pre-testing of final evaluation process and data tools,
- Daily reviews to iron out any difficulties encountered and plan for next day,
- Data triangulation and validation by cross-verifying data from multiple sources and methods to ensure consistency and accuracy. This includes regular data validation checks during collection and analysis to identify and address any inconsistencies.

All deliverables will be submitted to GWP in draft form. GWP staff and AIP reference group members will review for quality control. GWP will coordinate reviews of intermediate and final deliverables by ADA. Evaluators will address all written feedback and record in feedback matrices. Reviews may be iterative until desired quality is achieved and deliverable cleared by GWP.

7. Evaluation Management Arrangements

The evaluation will be managed by GWPO, in collaboration with the WACDEP-G PMU at the GWP Africa Coordination Unit.

Evaluators are responsible for organizing interviews with relevant stakeholders. GWP will provide relevant stakeholder contact lists, and will facilitate communication and information exchange.

In addition to undertaking the evaluation, the evaluators will be responsible for end-to-end organisation of the inception workshop.

All evaluation activities will adhere to ethical standards and guiding principles, ensuring impartiality and independence throughout the process.

8. Indicative Budget

The estimated budget for this evaluation is €90,000. This serves as the ceiling for bids; however please note cost criteria for bid evaluation.

Bidders are expected to demonstrate value for money and ability to deliver high quality within the overall available budget. **Further information in Section 10. Instructions to Bidders for Submission of Tenders**

9. Requirements for the Evaluators

The selected bidder will have a strong track record of evaluations of complex programs and demonstrate expertise in evaluations in institutional strengthening and water and/or related resources management, climate resilience, and gender equality, and international development.

In addition, the selected bidder should have the following qualifications:

- High level of experience in the fields relevant to the thematic areas of water governance/water resource management, climate change related resources management, and development institutions;
- Excellent understanding of gender, national planning, water and climate change sectors and related policies.

- Demonstrated experience (at least 10 years) in programme design, implementation and evaluation, including previous assignments of a similar nature;
- Team leader has demonstrated experience of 2 evaluations of similar complexity in position as team leader
- Team has demonstrated experience in evaluation methods - contribution analysis and outcome harvesting
- Team demonstrates thorough experience in planning and conducting qualitative data collection (semi-structured interviews and focus group discussions)
- Knowledge of the workings of various international and national cooperating partners;
- Demonstrated experience using evaluations to inform programme design or scale-up in complex, multi-country development programmes;
- Proven ability to operate in a multi-cultural environment and to interact positively with a wide range of stakeholders within an institutional context;
- Excellent report writing skills.

All budgeted evaluation team members must have significant contribution in all phases of the evaluation and all must be directly involved in data collection. Outsourcing of tasks to data collectors or enumerators is not foreseen.

10. Instructions to Bidders for Submission of Tenders

Procurement Procedure

This is an open competitive procurement procedure. Bidders will submit a tender offer, which GWPO will evaluate and may subsequently enter into detailed discussions with one or more of the bidders. One supplier only may be awarded the assignment. It is of the utmost importance that all terms and conditions contained in the tender invitation are fully followed.

NOTE: GWPO as an inter-governmental organisation is not bound by the Swedish procurement act (SFS 2007:1091) but may undertake procurement anyway. This tender invitation does not obligate GWP to contract for the supply of any products or services.

Content of Tender Offer

Bidders should offer services for the complete assignment as defined in Sections 2-7 above. Intermediate and final deliverables, and corresponding process is described in Section 6.

For evaluation purposes, the tender offer should follow the same disposition as the Workplan and corresponding tasks and deliverables. Please ensure that all content in the tender offer is in compliance with [ADA Guidelines for Program and Project Evaluations](#)

All costs must be included in the tender offer. The costs are to be specified in Euro, including VAT and other taxes as applicable.

Submission of Tender offers

The tender offer shall be

- submitted in English on the procurement platform [Eu-supply](#) by 15 May 2026, 9.00 CEST
- Complete with all relevant company names, address, contact persons and e-mail address, VAT-number (or other relevant tax registration number)
- signed by authorised representative of the bidder
- considered as confidential
- specifying an e-mail address of the supplier to which potential clarifications may be sent

By submitting a tender, the bidder confirms that the company:

- is registered in the professional and trade registers in the country where the supplier is based (certificate may be requested by GWPO)
- has not been convicted of any criminal offence and is, if requested, able to produce an extract from a legal register, or in the absence of such a register, a certificate issued by an authorized legal or administrative authority in the country of origin or in the country where the supplier is based, as means of proof
- is not in debt with either the tax authority or the enforcement service regarding the payment of any required taxes and/or social security contributions (certificate(s) may be requested by the Buyer where appropriate). VAT-number, if any, should be stated.
- is, if requested, able to present adequate papers proving that they have not been convicted of any crime concerning the exercising of a profession, been the subject of a legal verdict or been found guilty of gross misconduct whilst providing a professional service
- is not bankrupt or currently the subject of bankruptcy proceeding, compulsory liquidation, compulsory management arrangement or accord. The bidder also confirms that they have not cancelled payments or been made the subject of a trading ban or any other similar arrangement

The bidder also confirms that the company has the financial capacity, as well as the technical, communication, management, and quality assurance capacities and abilities for the assignment/fulfilment of the bidder's contractual obligations.

Certificates and other proof as stated above may be requested by the GWPO where appropriate. Note that certificates should only be supplied upon separate request from GWPO. Bidders failing to produce proof if requested by GWPO will be disqualified.

To verify that the exclusion and qualification criteria are fulfilled, GWPO may acquire information from a credit-reporting bureau.

Closing Date for Submission of Tender

Final date for receipt of tenders is **15 May 2026, 9.00 CEST**. GWPO may extend the final date for submission of tenders for any reason including requests from invited bidders to do so.

Tender received after the final date of receipt of tenders will be disregarded.

Cost of Tender

Costs for the preparation of tenders will not be reimbursed.

Period of Validity of Tender

The offer outlined in the tender is to be valid for a minimum period of 90 calendar days after the closing date. If necessary, GWPO may ask for the bidder's agreement to an extension of the period of validity (preferably in writing).

Withdrawal of Tender

A bidder may withdraw its tender at any time prior to the closing date, if notice of the withdrawal is received by GWPO prior to the closing date. Notice of withdrawal is to be signed by an authorized representative and sent to procurement@gwp.org

Opening of Tenders

GWPO will open the tenders on the day following the closing date. Bidders will not be allowed to participate in the opening of the tenders. The names of the tenders will be kept confidential until the contract with the successful bidder has been signed.

Communications during the procurement procedure

If the bidder has any questions regarding the invitation to tender, please send them to GWPO via email procurement@gwp.org by **30 April 2026 9.00 CEST**. GWPO will respond via email to requests for clarification of the tender invitation that it receives by said date. GWPO's response to all questions (including an explanation of the query but without identifying the source of enquiry) will be posted on the GWP website alongside the invitation to tender.

Tender Evaluation

The evaluation of tenders will be carried out in two steps.

- **Exclusion and Qualification Criteria**

GWPO will examine the tenders to determine whether they are complete, the documents have been properly signed, and the requirements have been addressed. A tender may be rejected if the tender is incomplete, not signed or fails to address the requirements.

- **Tender Evaluation Criteria**

The second stage consists of an assessment of the tenders according to the criteria listed below.

<i>Criteria</i>	<i>Relative Importance</i>
<i>Ability to meet the Requirements (Demonstrated experience in carrying out similar evaluations)</i>	40%
Section 1: Solution Statement	20%
Section 2: Case Studies	20%
<i>Understanding of the context and scope of the assignment (Water security, climate resilience, and gender equality in relation to development planning and investment in Africa)</i>	30%
Section 3: Work Plan	20%
Section 4: Risk Analysis	10%
<i>Cost (Section 6)</i>	30%

GWPO may in writing ask any bidder for clarification of any part of its proposal to assist in the examination and evaluation. GWPO may also invite any number of bidders to present or otherwise confirm the services, or parts thereof, followed by a question and answer session. The presentation will be held by videoconference/internet.

Award of assignment

GWPO will enter into detailed discussions with the bidder rated as having submitted the most advantageous bid to arrive at a contract for the assignment. In the event that such discussions are unsuccessful, GWPO may invite the second rated bidder for discussions.

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GWPO will enter into a consultancy agreement with the chosen bidder which will set out all the conditions for providing the services, based on the agreement after the discussions.

Please note that GWPO is not bound to select any of the tender offers submitted.

What to include in your tender?

Requirements

<p>Section 1: Solution Statement</p> <p>(Maximum 5 pages)</p>	<p>This is a detailed statement of the Bidder’s approach to delivering the project.</p> <p>The statement must provide a focused view of your proposed solution that demonstrates how the solution meets the objectives of the project and how you will deliver this in practice.</p> <p>The following areas should be covered within this document:</p> <p>Background</p> <ul style="list-style-type: none"> • Name and contact details of lead organisation, and sub-contractors • Brief overview of the main services each organisation will provide • Concise details of how and why the delivery team are best placed to deliver this project <p>Project Methodology and Approach</p> <ul style="list-style-type: none"> • An overview of the programme of work that you plan to deliver. This should include: <ul style="list-style-type: none"> ✓ Your understanding of the assignment ✓ Preliminary evaluation matrix ✓ Approach and methodology for delivering the project objectives (overall approach; design and conceptual framework; assignment implementation structure; limitations; data collection and evaluation methods) ✓ Rationale and justification for the proposed activities and how they will meet the objectives and requirements of the project ✓ Expected benefits and deliverables <p>Quality Assurance</p> <ul style="list-style-type: none"> • Details of how you will ensure quality of deliverables throughout the project.
<p>Section 2: Case Studies</p> <p>(Maximum 1 page per case study)</p>	<p>The Bidder should provide up to 3 examples of previous work which demonstrates their ability to deliver evaluations consistent with this assignment. Case studies should include:</p> <ul style="list-style-type: none"> • Client name • Client contact (Name, Phone Number and email) • Contract start date • Contract completion date • Contract value • Details of the work carried out including challenges and successes <p>How this project will benefit from the experience gained</p>
<p>Section 3: Work Plan</p> <p>(Maximum 2 pages)</p>	<p>Bidders should provide a detailed work plan outlining how they intend to manage and deliver the project.</p> <p>This should include the following:</p> <p>Work Plan</p> <ul style="list-style-type: none"> • A detailed work plan including timescales for the implementation of activities, proposed delivery dates for key outputs and any other key milestones.

	<ul style="list-style-type: none"> • Estimated days for each task within each phase of the evaluation, and specification of which team member/s will deliver on those days.
	<p>Project staffing</p> <ul style="list-style-type: none"> • A detailed breakdown of the personnel and technical experts who will be conducting the work. The role of subcontractors who may be sought during project implementation should also be stated. • A team organogram. • For each individual, please provide: <ul style="list-style-type: none"> • details of their roles and responsibilities • the number of days it is proposed that each individual will spend on the evaluation (by phase and task), and • a brief description or short CV of their relevant previous experience. If deemed necessary, please submit detailed CVs in an appendix but should be no more than 2 A4 pages. (Note that this information should be included for any subcontractors) <p>Any additional practical information or requirements</p> <ul style="list-style-type: none"> • Please include any specific requirements pertaining to effectively delivering the services. This may include plans or requirements the team may have for engagements with GWP, the governments, the required county-level consultations, any expected support on logistics etc. • Please include any assumptions relating to the role and support of the Africa Coordination Unit and/or GWP regional offices.
<p>Section 4: Risk Analysis (Maximum 2 pages)</p>	<p>Bidders should produce a separate statement of the risks, assumptions, issues and challenges that this project may face, along with the recommended mitigating actions.</p>
<p>Section 5: Legal and contractual compliance (Included as part of general requirements)</p>	<p>Bidders must confirm that they have read, understood and can comply with the Terms and Conditions of contract and the GWPO Expenses Policy provided as attachments to this ITT.</p>

Section 6: Financial Proposal	<p>Bidders must provide a detailed financial proposal in Euros, inclusive of VAT and all other applicable taxes. The financial proposal will be evaluated on the extent to which it demonstrates value for money.</p> <ul style="list-style-type: none">• The budget should be structured in line with delivering the supplier’s work plan and <u>include a breakdown of all component costs</u>, including third party costs.• Fees should be broken down by individual, day rate and activity.• Overhead expenses can be included in the total cost of the project but should be incorporated into fee rates for staff members. They should not be included as a separate line item.• Suppliers should ensure that they state any assumptions that have been built into the costing provided.• Suppliers should briefly summarise how their proposal represents value for money.
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Annex I. Further Information on the WACDEP-G Program

Taking a gender transformative approach means going beyond addressing the “symptoms” of gender inequality; instead, the programme tackles the social norms, attitudes, behaviours, and social systems that underlay them. The systems approach (addressing underlying factors at structural, relational, and agency level) employed by the program aims to make progress (both incremental and transformative, as enabled by the context) along the gender equality ladder or gender equality continuum depicted in Figure 1. The program's theory of change is summarized further below in Figure 2.

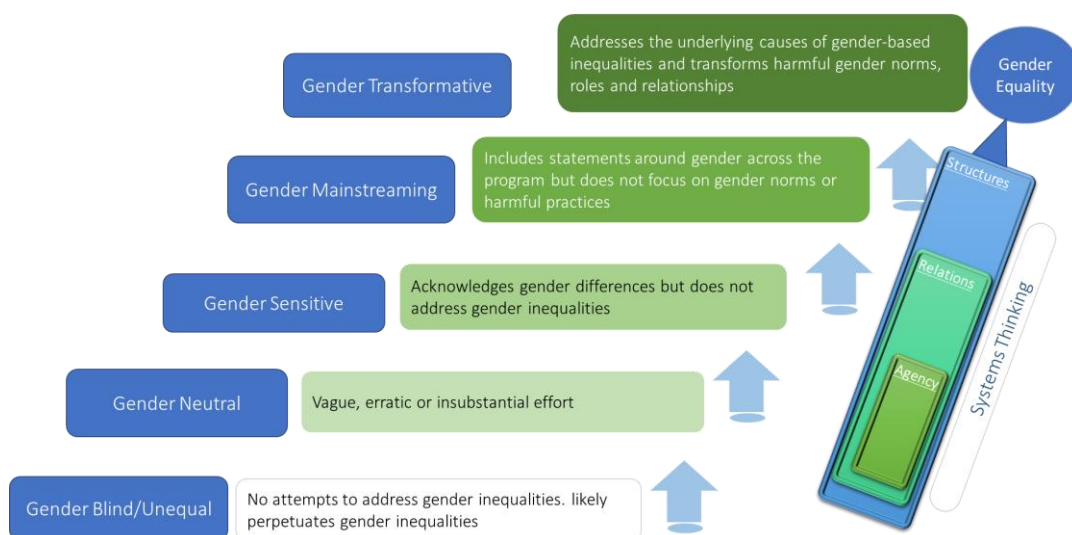


Figure 1. The WACDEP-G program was designed to make progress against a gender equality baseline at country and continental levels (informed by a gender analysis at each level) along a gender equality ladder or continuum, employing interventions at structural, relational, and agency levels.

The program components and underlying activity work packages are:

Component 1. Catalyse gender transformative change in power relations and institutional structures for implementation of climate-resilient water investments, policies, plans and jobs

- WKP1: Mobilise political commitment for gender-transformative action and establish shared vision
- WKP 2: Support institutional and societal level change to remove systemic barriers and power imbalances
- WKP 3: Develop business case for institutional change in decision making about and finance of water investments

Component 2. Mobilise partnerships and build motivation, capabilities and opportunities for transforming structurally embedded unequal power relations

- WKP 4: Map practices, social norms and regulations governing access to and control of assets/services
- WKP 5: Increase women’s agency, decision making power, choices and/or access to information
- WKP 6: Develop gender-transformative water investment index, knowledge and analytics for inclusive water governance and capabilities

Component 3: Accelerate agile learning from implementation of local pilots addressing practical needs and climate-induced vulnerabilities of marginalised groups

- WKP 7: Undertake social and gender analyses to assess opportunities, risks and impact of interventions on vulnerable groups disaggregated by gender, age and socio-economic class
- WKP 8: Accelerate preparation and implementation of local projects through learning, enhancing access to water investments, infrastructure, information, and control of resources
- WKP 9: Establish gender responsive M&E systems, ensure experiential learning programme coordination

Figure 2. WACDEP-G theory of change

