

**COMMON MARKET FOR
EASTERN AND SOUTHERN AFRICA**



REQUEST FOR INDIVIDUAL CONSULTANT PROPOSALS

**INDIVIDUAL CONSULTANCY SERVICES TO UNDERTAKE
NATIONAL-LEVEL END-LINE EVALUATION OF THE
REGIONAL INTEGRATION SUPPORT MECHANISM**

RFP Ref: CS/ADM/RISM/30/06/20.1/KJ

JULY 2020

1. BACKGROUND

a. Overall programme background

Regional integration often imposes significant economic costs of adjustment, which can place constraints and challenges on Member States seeking to further their regional integration participation. Against this observation, Articles 60 and 150 of the Common Market for Eastern and Southern Africa (COMESA) Treaty provide for the establishment of a special Fund for Cooperation, Compensation and Development for tackling the special problems of underdeveloped areas and other disadvantages arising from COMESA's integration process. These Treaty provisions are the foundation of the COMESA Fund Protocol, adopted in 2002.

In turn, the COMESA Fund Protocol established the COMESA Adjustment Facility (CAF) as one of the key instruments for tackling the special integration problems of the region. The CAF was operationalized with funding from the Regional Integration Support Mechanism (RISM) in November 2007. This was through a Contribution Agreement of 2007 between COMESA and the European Union (EU). The total designated funding for the RISM programme was €111 million under the 9th and 10th European Development Fund (EDF).

Over the years, the CAF, through RISM, has been instrumental in supporting Member States in pursuit of the COMESA regional integration process. It has provided frameworks for supporting the implementation and mainstreaming of regional programmes at the national level. Equally importantly, over the years, RISM has channeled sizable financial resources to eligible COMESA Member States and systematically tracked their utilization of these resources. Since commencement of its operations, RISM has provided key technical and financial support to 16 Member States, namely: Burundi, Comoros, the Democratic Republic of Congo (DRC), Djibouti, Eswatini, Ethiopia, Kenya, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, Sudan, Uganda, Zambia and Zimbabwe.

RISM was meant to build national capacities, establish key structures and systems for the domestication and implementation of regional programmes, and create sustainable momentum for regional integration in both the public and private sectors at the national level. Through its technical and financial support, it was meant to create unique impetus for ensuring that COMESA regional programmes are institutionalized and

mainstreamed into governmental systems and well connected to the private sector within the 16 eligible Member States in particular.

By design, RISM is due to end at the end of 2020, marking a period of 13 years since the programme was formally established in November 2007. As COMESA approaches the dusk of the RISM programme, it is important to ask several critical questions across the 16 Member States regarding the achievements, challenges and possible future directions of travel of the programme in each country. In particular, it is important to take stock of the following:

- How much national-level institutional capacity has been built over time, which is specifically attributable to RISM and the CAF? How much do national stakeholders know about RISM, CAF and COMESA regional integration as a result? What are the evolving attitudes of key national stakeholders towards RISM, CAF, COMESA and regional integration? How have national level institutional practices in the domestication and implementation of regional programmes changes over time during RISM?
- What were the key strengths, achievements, successes and proud moments, etc. associated with RISM in the pursuit and implementation of COMESA regional integration? What were the main weaknesses, challenges, bottlenecks and constraints associated with RISM in the pursuit of COMESA regional integration? What were the main opportunities for regional integration under RISM? What were the main threats, risks and potential pitfalls for COMESA's integration agenda under the CAF?
- To what extent was RISM relevant for fostering domestication and implementation COMESA regional integration? How effective and efficient was RISM in contributing to the national-level deepening of regional integration in the COMESA region? What are the prospects that the institutional and financial resource footprints of the CAF will be sustained well into the future of COMESA?

On this basis, key stakeholders at the regional level – particularly the COMESA Member States, the COMESA Secretariat and the EU – are agreed on the importance of conducting national end-line evaluations of RISM in each of the 16 Member States where the programme has extended its reach. These Terms of Reference provide a basis for identifying and co-opting a suitable National Consultant to lead the undertaking of the national end-line evaluation of RISM in Ethiopia. It will be borne in mind that the

evaluation in Ethiopia will be part of a concurrent multi-country exercise in, possibly, as many as 16 COMESA Member States.

b. Specific Country Background

i. Burundi

Burundi is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$280,000. It began accessing RISM technical and financial support after its Regional Integration Implementation Programme (RIIP) was approved by the 7th Ministerial Committee of the COMESA Fund in 2012. Between 2009 (before the RISM arrangement) and 2017, Burundi secured €15,490,575 under RISM, against implementation of its programme commitments.

During its participation in RISM, Burundi, a Project Support Country, pursued a two-tier regional integration agenda under RISM. On the one hand, it pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 4 were not applicable to Burundi and 5 were already achieved at the country's baseline, implying that a total of 9 indicators were ineligible for targeting and only 12 were eligible. Between 2012 and 2017, Burundi set targets on 10 eligible PAF indicators, representing a 83.3% level of ambition.

On the other hand, it implements specific RISM-funded projects stipulated in Enhancing the ASYCUDA World and Implementing the Electronic Single Window, a project extending across the 3rd-5th Calls (9th EDF) and the 6th-8th Calls (10th EDF). With a total earmarked funding outlay of €15,490,575, the overall objectives of the project were to: improve operational capacities of the Office Burundais des Recettes (OBR) (Customs) and Other Government Agencies (OGAs) through the enhancing of the ASYCUDA World features and the implementation of the national Electronic Single Window; and undertake a Time-Release Study to measure levels of effectiveness of trade facilitation measures that have been achieved in Burundi by the OBR and selected OGAs.

ii. Comoros

Comoros is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$90,000. It began accessing RISM technical and financial support after its Regional Integration Implementation Programme (RIIP) was approved by the 7th Ministerial Committee of the COMESA Fund in 2012. Between 2012 and 2017, Comoros secured €3,208,335 under RISM, against implementation of its programme commitments.

During its participation in RISM, Comoros, a Project Support Country, pursued a two-tier regional integration agenda under RISM. On the one hand, it pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 11 were not applicable to Comoros and 2 were already achieved at the country's baseline, implying that a total of 13 indicators were ineligible for targeting and only 8 were eligible. Between 2012 and 2017, Comoros set targets on 7 eligible PAF indicators, representing a 87.5% level of ambition.

On the other hand, it implements specific RISM-funded projects stipulated in the Comoros Regional Integration Implementation Support Programme (RIISP) project under the 4th-5th Calls (9th EDF) and the Project for the Creation of a Single Window and the Improvement of the Functionalities of ASYCUDA World under the 6th-8th Calls (10th EDF). With a total earmarked funding outlay of €3,208,335, the overall project objectives were to improved coordination and implementation of COMESA regional programmes; installation, connection of agencies, and improved security of the customs IT network; and migration to ASYCUDA World system. Phase II seeks to achieve sustainable improvements through: functioning of institutions in charge of certification and control at borders; private sector contribution to SPS risk management; and performance of the SPS system.

iii. Djibouti

Djibouti is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$90,000. It began accessing RISM technical and financial support after its Regional

Integration Implementation Programme (RIIP) was approved by the 9th Ministerial Committee of the COMESA Fund in 2013. Against the 2013 Call, Djibouti secured €692,557 under RISM, towards implementation of its programme commitments.

During its participation in RISM, Djibouti, a Project Support Country, pursued a two-tier regional integration agenda under RISM. On the one hand, it pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 5 were not applicable to Djibouti and 4 were already achieved at the country's baseline, implying that a total of 9 indicators were ineligible for targeting and 12 were eligible. Between 2012 and 2017, Djibouti set targets on 8.5 eligible PAF indicators, representing a 70.8% level of ambition.

On the other hand, it implements specific RISM-funded projects stipulated in a project dubbed the Regional Integration Support Programme, under the 4th Calls (9th EDF). With a total earmarked funding outlay of €692,557, the objectives of the project were to: build the coordination capacities for regional integration programmes; implement customs instruments in the road map for the COMESA Custom's Union; facilitate transport and trade on the Djibouti Corridor; and promote investments and support SMEs with a view to ratifying regional investment instruments.

iv. DR Congo

DRC is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$650,000. It began accessing RISM technical and financial support after its Regional Integration Implementation Programme (RIIP) was approved by the 7th Ministerial Committee of the COMESA Fund in 2013. Between 2013 and 2018, DRC secured €2,473,046 under RISM, against implementation of its programme commitments.

During its participation in RISM, DRC, a Project Support Country, pursued a two-tier regional integration agenda under RISM. On the one hand, it pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 3 were not applicable to DRC and 1 was already achieved at the country's baseline, implying that a total of 4 indicators were ineligible for targeting and only 17 were eligible.

Between 2013 and 2018, DRC set targets on 16 eligible PAF indicators, representing a 94.1% level of ambition.

On the other hand, it implements specific RISM-funded projects stipulated in D.R. Congo's Regional Integration Capacity Building Project, under the 4th and 5th Calls (9th EDF) – Phase I and the Capacity Building Project for Implementation of the Regional Integration of the Democratic Republic of Congo into COMESA, under the 6th-8th Calls (10th EDF) – Phase II. Phase I had an overall focus to: support to the Domestication of COMESA's Harmonized Standards and improvement of Quality Infrastructure; and to Implement the COMESA's Simplified Trade Regime at borders between DRC and neighboring countries. In Phase II, DRC aimed to support the implementation of local sourcing for partnership in the DRC, and improve market access conditions for the private sector through implementation of the STR and COMESA FTA.

v. Eswatini

Eswatini is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$300,000. It began accessing RISM technical and financial support after its Regional Integration Implementation Programme (RIIP) was approved by the Ministerial Committee of the COMESA Fund. Between 2013 and 2018, Eswatini secured €3,018,701 under RISM, against implementation of its programme commitments.

During its participation in RISM, Eswatini, a Project Support Country, pursued a two-tier regional integration agenda under RISM. On the one hand, it pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 7 were not applicable to Eswatini and 2.5 were already achieved at the country's baseline, implying that a total of 9.5 indicators were ineligible for targeting and only 11.5 were eligible. Between 2013 and 2018, Eswatini set targets on 9.5 eligible PAF indicators, representing an 82.6% level of ambition.

On the other hand, it implements specific RISM-funded projects, notably the ASYCUDA World project and the Regional Integration Implementation Support Project (RIISP) under the 4th-5th Calls (9th EDF) and the Construction of Manzini Trade Hub and the Private Sector Support under the 6th-8th Calls (10th EDF). With a total earmarked funding outlay of €3,018,701, the objectives were to: maximize efficiency in the Customs clearance process and the statistical sector, through the installation of a state-of-the-art, national and complete Internet based computerized system for Customs control

and clearance in the ASYCUDA World project; meet regional commitments and expand regional and international export potential for SMME's; contribute to improving the production, trading and investment environment for the private sector MSME in the Kingdom of Eswatini; and support the construction of the Manzini Trade Hub; enhance the performance of the Eswatini Leather Value Chain; improve quality infrastructure services in line with international best practices to support production and trade; and enhance investment promotion capacities in the country.

vi. Ethiopia

Ethiopia is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$520,000. It began accessing RISM technical and financial support after its Regional Integration Implementation Programme (RIIP) was approved by the 10th Ministerial Committee of the COMESA Fund in 2014. Between 2014 and 2017, Ethiopia secured €2,310,609 under RISM, which was officially approved for disbursement, against implementation of its programme commitments.

During its participation in RISM, Ethiopia pursued the COMESA regional integration agenda under RISM as a Budget Support Country. It pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 5 were not applicable to Ethiopia and 4 were already achieved at the country's baseline, implying that a total of 12 indicators were eligible for targeting. Between 2014 and 2017, Ethiopia set targets on 9 eligible PAF indicators, representing a 75% level of ambition.

vii. Kenya

Kenya is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$1,150,000. It began accessing RISM technical and financial support after its Regional Integration Implementation Programme (RIIP) was approved by the 7th Ministerial Committee of the COMESA Fund in 2012. Between 2012 and 2017, Kenya secured €11,220,854 under RISM, of which €11,220,854 was officially approved for disbursement, against implementation of its programme commitments.

During its participation in RISM, Kenya pursued the COMESA regional integration agenda under RISM as a Budget Support Country. It pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 4 were not applicable to Kenya and 10 were already achieved at the country's baseline, implying that a total of 7 indicators were eligible for targeting. Between 2012 and 2017, Kenya set targets on 6 eligible PAF indicators, representing an 86% level of ambition.

viii. Madagascar

Madagascar is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$400,000. It began accessing RISM technical and financial support after its Regional Integration Implementation Programme (RIIP) was approved by the Ministerial Committee of the COMESA Fund. Between 2014 and 2019, Madagascar secured €2,341,776 under RISM, against implementation of its programme commitments.

During its participation in RISM, Madagascar, a Project Support Country, pursued a two-tier regional integration agenda under RISM. On the one hand, it pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 10 were not applicable to Madagascar and 2 were already achieved at the country's baseline, implying that a total of 12 indicators were ineligible for targeting and only 9 were eligible. Between 2014 and 2019, Madagascar set targets on 6.5 eligible PAF indicators, representing a 72.2% level of ambition.

On the other hand, it implements specific RISM-funded projects stipulated in the Capacity-Building Project for Implementing Regional Integration for the Republic of Madagascar under the 5th Call (9th EDF), Phase II of the same project and the Capacity Building Project for Implementation of the Regional Integration of the Malagasy Republic under 6th-8th Calls (10th EDF). With a total earmarked funding outlay of €2,341,776, the overall objectives of the three projects as to contribute to the achievement of deeper regional integration. Phase I of the project focused on: strengthening Madagascar's participation in the regional integration process through improved implementation of regional commitments and enhanced productive capacities in selected areas; harmonizing national standards to those recommended by the international system; resolving non-tariff barriers; supporting Malagasy enterprises to

improve access of country's exports to the regional market; and improving the statistical information and data and providing capacity building in statistical practices. The Phase 2 expectations included: building the capacity of institutions in order to advance the regional integration process; capacity building on trade remedies; availability of data for industrial production of enterprises; strengthening of SQC and its Control Posts; Strengthening of BNM's Standardization Unit and support to the operationalization of its Management Systems Certification Unit; and framework for the development of Madagascar's leather value chain. Phase III meant to further the capacity building of institutions in order to advance the regional integration process, and to improve the access of Malagasy companies and products to the regional market.

ix. Malawi

Malawi is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$360,000. It began accessing RISM technical and financial support after its Regional Integration Implementation Programme (RIIP) was approved by the Ministerial Committee of the COMESA Fund in 2013. Between 2013 and 2018, Malawi secured €2,906,309 under RISM, against implementation of its programme commitments.

During its participation in RISM, Malawi, a Project Support Country, pursued a two-tier regional integration agenda under RISM. On the one hand, it pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 4 were not applicable to Malawi and 7 were already achieved at the country's baseline, implying that a total of 11 indicators were ineligible for targeting and only 10 were eligible. Between 2013 and 2018, Malawi set targets on 9 eligible PAF indicators, representing a 90% level of ambition.

On the other hand, it implements specific RISM-funded projects stipulated in the Malawi Enterprise Productivity Enhancement (MEPE) Project; with Phase I under 3rd-5th Calls (9th EDF) and Phases II and III under the 6th-8th Calls (10th EDF). With a total earmarked funding outlay of €2,629,380, the overall objective of MEPE was to contribute to enhancing Malawi's integration and competitiveness in COMESA and beyond. Phase I of the project targeted a number of areas of support, including building capacity for the implementation and monitoring of policies, strategies and regulations in line with the COMESA regional integration agenda and national priorities, enhancing trade facilitation to improve the participation of selected SMEs in clothing, edible oils and leather products in domestic, regional

and international trade, and building the capacity of SMEs and Cooperatives in the edible oils value chain. Phase II extended on this, aiming at improving the production and competitiveness of finished products from SMEs in the targeted sectors and clusters, and strengthening the coordination and implementation of the project, COMESA and other regional commitments through various government instruments, forums and activities. Phase II sought to contribute to improving the production and trading environment in Malawi by up-scaling of SMEs/cooperatives to participate fully in the domestic and export markets leading towards sustainable development.

x. Mauritius

Mauritius is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$710,000. It began accessing RISM technical and financial support after its Regional Integration Implementation Programme (RIIP) was approved by the 7th Ministerial Committee of the COMESA Fund in 2012. Between 2012 and 2017, Mauritius secured €5,385,567 under RISM, which was officially approved and disbursement, against implementation of its programme commitments.

During its participation in RISM, Mauritius pursued the COMESA regional integration agenda under RISM as a Budget Support Country. It pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 11 were not applicable to Mauritius and 3 were already achieved at the country's baseline, implying that a total of 14 indicators were ineligible for targeting and only 7 were eligible. Between 2012 and 2017, Mauritius set targets on 6 eligible PAF indicators, representing an 86% level of ambition.

xi. Rwanda

Rwanda is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$280,000. It began accessing RISM technical and financial support in 2009 in an earlier variant of the RISM framework. Under the current form of RISM, Rwanda's first Regional Integration Implementation Programme (RIIP) for was approved by the 7th Ministerial Committee of the COMESA Fund in 2012. Between 2009 (before the RISM arrangement) and 2017, Rwanda secured €26,715,820 under RISM, which was officially approved for disbursement, against implementation of its programme commitments.

During its participation in RISM, Rwanda pursued the COMESA regional integration agenda under RISM as a Budget Support Country. It pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 4 were not applicable to Rwanda and 5 were already achieved at the country's baseline, implying that a total of 9 indicators were ineligible for targeting and only 12 were eligible. Between 2012 and 2017, Rwanda set target on 12 eligible PAF indicators, representing a 100% level of ambition.

xii. Seychelles

Seychelles is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$90,000. It began accessing RISM technical and financial support after its Regional Integration Implementation Programme (RIIP) was approved by the 7th Ministerial Committee of the COMESA Fund in 2012. Between 2012 and 2017, Seychelles secured €2,695,550 under RISM, which was officially approved for disbursement, against implementation of its programme commitments.

During its participation in RISM, Seychelles pursued the COMESA regional integration agenda under RISM as a Budget Support Country. It pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 11 were not applicable to Seychelles and 1 was already achieved at the country's baseline, implying that a total of 12 indicators were ineligible for targeting and only 9 were eligible. Between 2012 and 2017, Seychelles set targets on 8 eligible PAF indicators, representing an 89% level of ambition.

xiii. Sudan

Sudan is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$610,000. It began accessing RISM technical and financial support after its Regional Integration Implementation Programme (RIIP) was approved by the Ministerial Committee of the COMESA Fund in 2014. Between 2014 and 2018, Sudan secured €3,451,622 under RISM, against the implementation of its programme commitments.

During its participation in RISM, Sudan, a Project Support Country, pursued a two-tier regional integration agenda under RISM. On the one hand, it pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 4 were not applicable to Sudan and 8 were already achieved at the country's baseline, implying that a total of 10 indicators were ineligible for targeting and only 11 were eligible. Between 2014 and 2018, Sudan set targets on 10 eligible PAF indicators, representing a 91% level of ambition.

On the other hand, it implements specific RISM-funded projects stipulated in Sudan's Regional Integration Implementation Project (SRIIP) under the 3rd-5th Calls (9th EDF) and Sudan's Institutional and Productive Capacity Building Project (SIPCBP) under the 6th-8th Calls (10th EDF). With a total earmarked funding outlay of €3,451,622, the overall objective of SRIIP was to contribute to the expansion of Sudan's exports into the regional and international markets. The project targeted a number of areas of support, including capacity build of the various government Ministries to implement, monitor and domesticate regional commitments as well as capacities of private sector in the leather sector, to strengthen the production of high-quality hides and skins and leather products towards expanding market opportunities. Picking up from there, SIPCBP had the overall objective of contributing to the improvement in Sudan's institutional and productive capacities to export to regional and international markets. It was expected to: improve capacities of key institutions to implement, coordinate and monitor common policies, strategies and regulations in line with the regional integration agenda; enhance capacities to collect, compile and analyze statistical data in line with the COMESA Statistical Strategy; and strengthen the FDI framework to promote and facilitate both domestic and foreign investments.

xiv. Uganda

Uganda is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$410,000. It began accessing RISM technical and financial support after its Regional Integration Implementation Programme (RIIP) was approved by the 7th Ministerial Committee of the COMESA Fund in 2012. Between 2012 and 2018, Uganda secured €5,592,824, against implementation of its programme commitments.

During its participation in RISM, Uganda, a Project Support Country, pursued a two-tier regional integration agenda under RISM. On the one hand, it pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in

the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 3 were not applicable to Uganda and 8 were already achieved at the country's baseline, implying that a total of 11 indicators were ineligible for targeting and only 10 were eligible. Between 2012 and 2018, Uganda set targets on 9 eligible PAF indicators, representing a 90% level of ambition.

On the other hand, it implements specific RISM-funded projects stipulated in a Regional Integration Implementation Project I and II (RIIP I and II) under the 3rd-5th Calls (9th EDF) and the 6th-8th Calls (10th EDF), respectively. With a total earmarked funding outlay of €5,592,824, the overall objective of RIIP I was to ensure effective integration of Uganda into the COMESA region and promote the country's competitiveness with a view to increase her regional trade and investment. The project targeted a number of areas of support, including the implementation of regional programmes and commitments that aim to improve market access, nurture private sector, strengthening the doing business environment and enhancing trade facilitation infrastructure within the country. RIIP II was expected to: improve the doing business environment especially for small-scale traders in the context of regional integration; and increase exploitation of the regional markets through improved market access, value addition and private sector development.

xv. Zambia

Zambia is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$520,000. It began accessing RISM technical and financial support after its Regional Integration Implementation Programme (RIIP) was approved by the 7th Ministerial Committee of the COMESA Fund in 2012. Between 2012 and 2017, Zambia secured €5,852,909 under RISM, against implementation of its programme commitments.

During its participation in RISM, Zambia, a Project Support Country, pursued a two-tier regional integration agenda under RISM. On the one hand, it pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 4 were not applicable to Zambia and 9 were already achieved at the country's baseline, implying that a total of 13 indicators were ineligible for targeting and only 8 were eligible. Between 2012 and 2017, Zambia set targets on 7 eligible PAF indicators, representing an 88% level of ambition.

On the other hand, it implements specific RISM-funded projects stipulated in a Regional Integration Capacity Building Project (RICB) under the 3rd-5th Calls (9th EDF) and RIBC II under the 6th-8th Calls (10th EDF). With a total earmarked funding outlay of €4,733,256, the overall objective of RIBC was to support capacities of government ministries to implement, monitor and domesticate regional commitments as well as to the build capacity of private sector and enhance product quality in the leather and cotton-to-clothing value chains. The project targeted a number of areas of support, including strengthening of the coordination mechanisms as well as the efforts required to achieve the first-year targets outlined in the RIIP and other regional programmes including those relating to the COMESA-EAC-SADC Tripartite negotiations. To complement and consolidate the national efforts, RIBC II was formulated to work towards enhancing the interventions under RIBC, particularly in the area of capacity building of trade and other related policies, consolidating capacity for private sector growth, addressing binding constraints identified during RIBC implementation, and specifically addressing challenges faced in the leather and textile sectors while also addressing policy and capacity constraints in the implementation of various regional programmes (such as border management, private sector development, institutional capacity building, statistics, quality infrastructure, cooperative development and competition).

xvi. Zimbabwe

Zimbabwe is a member of the COMESA Fund, having signed and ratified the COMESA Fund Protocol. As of end-2019, the country was up to date with its COMESA Fund contribution of COM\$1,150,000. It began accessing RISM technical and financial support after its Regional Integration Implementation Programme (RIIP) was approved by the 7th Ministerial Committee of the COMESA Fund in 2012. Between 2012 and 2017, Zimbabwe secured €6,025,567 under RISM, against implementation of its programme commitments.

During its participation in RISM, Zimbabwe, a Project Support Country, pursued a two-tier regional integration agenda under RISM. On the one hand, it pursued the implementation of a pre-agreed set of COMESA regional programmes through interventions that it targeted in the RISM Performance Assessment Framework (PAF). The PAF has a total of 21 indicators, each representing underlying COMESA regional programmes. Out of these, 4 were not applicable to Zimbabwe and 6 were already achieved at the country's baseline, implying that a total of 10 indicators were ineligible for targeting and only 11 were eligible. Between 2012 and 2017, Zimbabwe set targets on 11 eligible PAF indicators, representing a 100% level of ambition.

On the other hand, it implements specific RISM-funded projects stipulated in the Regional Integration Implementation Projects I and II (RIIP I and RIIP II); under the 3rd-5th Calls (9th EDF) and the 6th-8th Calls (10th EDF). With a total earmarked funding outlay of €4,481,993, the overall objective of the RIIP I was to contribute to the achievement of deeper regional integration and the transformation of selected strategic sectors of the economy. The project targeted a number of areas of support, seeking to build capacities of various government Ministries to implement, monitor and domesticate regional commitments and programmes such as the STR, FEMCOM, CAADP, Trade in Services, Competition and the CTN. RIIP II was meant to compliment RIIP I and was expected to improved capacity to implement, coordinate and monitor common policies, strategies and regulations in line with the COMESA regional integration agenda and the national industrial and trade policies; enhance performance of the leather, textiles and clothing, and apiculture value chains; and improved capacity to generate pest status data and bilateral agreements with trade partners on import conditions for horticultural products.

2. OBJECTIVE

The overall objective of this assignment is to evaluate the RISM programme in the sixteen countries namely Burundi, Comoros, Djibouti, DR Congo, Eswatini, Ethiopia, Kenya, Madagascar, Malawi, Mauritius, Rwanda, Seychelles, Sudan, Uganda, Zambia and Zimbabwe from the time the countries enrolled to the programme to date. This objective shall be met through the undertaking of a national-level end-line evaluation of RISM in the sixteen (16) countries. The evaluation shall seek to specifically apply a three-pronged approach – involving a Knowledge, Attitudes and Practices (KAP) survey of key stakeholders, a Strengths, Weaknesses, Opportunities and Threats (SWOT) analysis of RISM and an objective assessment of the Relevance, Effectiveness, Efficiency and Sustainability (RESS) as well as a case-specific Project Evaluation Component (PEC) of RISM interventions (using both quantitative and qualitative data) – to evaluating RISM in these 16 countries. These are the key objectives that the National Consultants shall be expected spearhead and lead.

3. SCOPE OF WORK

a. Budget Support countries

For the five (5) budget support countries namely, Ethiopia, Kenya, Mauritius, Rwanda and Seychelles, the evaluations shall cover all the areas of direct and indirect programme support through PAF, which have

been provided by RISM over the time that the programme has been in effect in the respective countries.

b. Project Support countries

For the eleven (11) project support countries namely, Burundi, Comoros, Djibouti, DR Congo, Eswatini, Madagascar, Malawi, Sudan, Uganda, Zambia and Zimbabwe, the evaluations shall cover all the areas of direct project support and direct and indirect programme support through PAF, which have been provided by RISM over the time that the programme has been in effect in the respective countries.

c. Phases of the National Evaluation

It is envisaged that the national end-line evaluations of RISM will consist of the following five Phases:

- i. Pre-evaluation preparation, including desk review and training;
- ii. Fieldwork, including primary and secondary data collection;
- iii. Analysis and report writing;
- iv. Reporting on technical and programmatic/process aspects in a Country Evaluation Report (along with data and information reporting); and
- v. Supporting the dissemination of the Country Evaluation Report, as and when required during the performance period of this assignment.

d. Evaluation Methods

It is expected that the national end-line evaluation of RISM will apply the following four evaluation methods:

- i. **Knowledge Attitudes and Practices (KAP)** survey of key national stakeholders, to determine the level of capacity building associated with RISM during the reference period.
- ii. **Strengths, Weaknesses, Opportunities and Threats (SWOT) Analysis** of RISM to establish forward-looking insights on: what to build on based on what worked well under RISM; what to address as key weaknesses in RISM; what to do to take the greatest possible advantage of unutilized or underutilized opportunities for the success of future programmes under the COMESA Adjustment Facility (CAF); and what to do to pre-empt, mitigated and minimize the risks for CAF in the future.
- iii. **Assessment of the Relevance, Effectiveness, Efficiency and Sustainability (REES)** of RISM interventions, using both

quantitative and qualitative data, to objectively establish the influence and impact of RISM on country-level regional integration.

- iv. ***Project Evaluation Component (PEC)*** applying to project support countries, a case study approach of 9th and 10th EDF projects and conducting an in-depth project evaluation (different from programmatic and financial audits) of the: project selection; logical framework; project financial performance; sectoral contributions; beneficiary experiences; project exit strategies; and influences of the COVID-19 pandemic on the projects.

Each of these methods will be elaborated, with method-specific conceptual frameworks that are tailor-made from the RISM programme as operationalized in the respective countries. These will be supplied to the National Consultant and explained in detail during national orientations and training.

To the extent possible, in the data collection, all four evaluation methods will use Computer-Assisted Personal Interviews (CAPI), which will facilitate logic checks, skip patterns, user help interfaces and validations during the interview, and enables real-time remote monitoring of data collection progress as well as real-time submission of individual data records to a central repository. This will make the data collection more efficient and help assure higher quality data.

4. DUTIES AND TASKS OF THE NATIONAL CONSULTANT

The National Consultant will be responsible for undertaking the national-level end-line evaluation of under the direct supervision of the Regional Coordinator and the overall supervision of the Head of the COMAid Unit.

The National Consultant shall perform the following duties and tasks:

- i. Review national programme and project documents related to RISM and the country's Regional Integration Implementation Plan to gain familiarity with the national-level governance, coordination, managerial/administrative and implementation context;
- ii. Participate in orientation and training in the national end-line evaluation design and methodology, including the survey protocols, generic & customized data collection tools, analytical approaches, and application of the generic reporting templates;
- iii. Conduct the data collection, analysis and report writing in accordance with the end-line evaluation design and methodology;
- iv. Submit to the Head of the COMAid Unit and Regional Consultant all the technical and progress/process reports including a comprehensive Country Evaluation Report, data and information on

the national end-line evaluation, in line with the expected outputs below;

- v. Respond fully and satisfactorily to the peer review and queries of the Head of COMAid and Regional Consultants, ensuring the accuracy, authenticity, consistency, completeness and standardization of the country outputs produced by the National Consultants; and
- vi. Support and participate in the dissemination and knowledge management activities relating to the national end-line evaluation of RISM in the countries.
- vii. Support the undertaking of other National Evaluation tasks pertinent to this end-line evaluation of RISM in the Member State

5. DELIVERABLES

- i. National End-line Evaluation Report, which will be a technical report, in both draft and final form;
- ii. Progress/process Report of the undertaking of the evaluation at country level; and
- iii. Complete and user-friendly country-level datasets and qualitative information from the data collection exercises of the assignment

6. ELIGIBILITY OF CONSULTANTS

This consultancy is open to reputable Local Consultants based in the respective COMESA member States being evaluated which have sufficient experience to undertake this assignment. Proof of having undertaken similar assignments is critical.

7. COMMENCEMENT AND COMPLETION OF WORK

The assignment is expected to have duration of three months from the start date.

8. REPORTING AND ACCOUNTABILITY

a. Technical Reporting

To standardize the technical reports a generic reporting template of the Country Evaluation Report will be supplied to the National Consultant, which shall have inherent flexibilities for (limited) innovations. Draft Country Evaluation Reports and other technical outputs will be submitted to the Head of COMAid and Regional Consultant for review, validation and correction (if any). The final Country Evaluation Report will be submitted to the ASG-P for final approval.

b. Management and Steering of the Evaluation: The Superstructure

As already alluded to, the national evaluation is anticipated as a multi-country effort that will run concurrently in possibly 16 Member States. Therefore, a management and steering superstructure has been established to oversee and supervise the evaluation across the countries. The following is noteworthy:

- **COMESA Secretariat:** Assistant Secretary General Programmes (ASG-P) will provide the overall oversight and leadership to the national evaluation; while the Head of the COMAid Unit will provide the direct managerial oversight and supervision of the national evaluation and over the National Consultant in particular. The COMAid Unit shall thus provide the necessary managerial, administrative, coordination, logistics and other support to the evaluation and to the National Consultant.
- **Regional Consultant:** technical leadership, oversight and backstopping support in conjunction with the Head of the COMAid Unit. The Regional Consultant is not a permanent member of the COMESA Secretariat and will be co-opted specifically for the evaluation. Thus, he/she will support the National Consultant through training and orientation prior to the commencement of the assignment, guidance and troubleshooting support (including supervisory missions) during the evaluation, peer review and quality assurance, and any other stop-gap or backstopping technical support as required.

9. CRITERIA FOR EVALUATION OF CONSULTANTS

Bidders must provide Technical proposals. The evaluation shall be based on the following attributes:

- (i) The overall responsiveness and quality of the proposal in clearly stating an understanding of the work to be performed;
- (ii) Technical ability of the proposer to perform the required services;
- (iii) The experience and reputation of the consultant as represented in the response and the quality of the references;
- (iv) Technical proposal detailing understanding of the task, proposed approach, the individual consultant's profile (including abridged CVs, and links/documents to attest to AT LEAST three similar assignments previously undertaken);

	Evaluation attribute	Percentage Points
1	Consultant's Understanding of the assignment	20
2	Proposed approach and methodology to executing the assignment	15
3	Specific Experience of the consultant in carrying out similar assignments. Evidence in form of copies of outputs previously produced, copies of contracts (if permissible to share), reference letters, etc. should be presented	40
4	Qualifications and Experience of the consultant	25
	Total	100

Please note only candidates with a pass score of seventy per cent (70%) and above shall be considered for this assignment, and the award shall be based on the highest score attained.

10. QUALIFICATIONS/EXPERIENCE

This opportunity is open to individuals who are qualified and experienced consultants based in the Member States of COMESA within which the evaluations will be undertaken. Interested individuals should fulfill the following requirements:

a. Academic Requirements

- i. Master's degree in economics, monitoring and evaluation, project management, and/or regional integration and international trade.
- ii. Specialization or bias in applied research assessments and/or evaluations is desirable.

b. Professional Requirements

- i. Cumulatively, five (5) years of relevant work experience in applied research, evaluations and/or assessments of national, sub-national and sectoral trade, industrialization and regional integration-related programmes, projects and interventions.
- ii. Practical experience in the field of national strategy and development, regional integration and development cooperation, including in project cycle management;

- iii. Knowledge and experience in economic research and analysis of regional integration and trade policy programming, planning and implementation;
- iv. Knowledge and experience in conducting virtual interviews, digital data collection, and internet, mobile phone and other remote interactions;
- v. Strong statistical analytical skills and knowledge of Microsoft office;
- vi. Strong writing and presentational skills;
- vii. Strong ability to work independently and/or under direct or remote supervision;
- viii. Strong interpersonal and networking skills;
- ix. Ability to quickly learn and apply new (bespoke) data collection and analytical software applications; and
- x. Ability to work proficiently in English.

11. SUBMISSION OF APPLICATIONS

Interested consultants are free to submit either by courier services or by Email.

For physical delivery, the bidder shall submit the proposal in **one external envelope containing inside three sealed envelopes** by the closing date set forth in point no. 12 through either email or physical delivery to:

**THE HEAD OF PROCUREMENT
COMESA SECRETARIAT
BEN BELLA ROAD
P.O BOX 30051
LUSAKA, ZAMBIA
Tel: 260 211 229725 - 32
Attention: Mr. Silver Mwesigwa**

**Submission emails: procurement@comesa.int,
smwesigwa@comesa.int**

For physical/courier delivery, the outer envelope should be clearly marked in the top right-hand corner “**RFP: Ref: CS/ADM/RISM/30/06/20.1/KJ - CONSULTANCY SERVICES TO UNDERTAKE NATIONAL-LEVEL END-LINE EVALUATION OF THE REGIONAL INTEGRATION SUPPORT MECHANISM. DO NOT OPEN BEFORE 24th JULY 2020 at 13.00 HRS Lusaka time.**

NOTE: If the envelopes are not sealed and marked as per the instructions in this clause, COMESA will not assume responsibility for the proposal's misplacement or premature opening and may – at its discretion – reject the proposal.

This sealed envelope, which will be clearly marked “TECHNICAL PROPOSAL” must contain three (3) hard copies of the technical proposal with one marked ‘original’ and the other marked ‘copy’.

For submissions made via email, please submit your documents in pdf format.

In the event of any discrepancy between the original and the copy, the original shall govern.

12. CLOSING DATE OF TENDER

Tenders must be submitted to the COMESA Secretariat on or before **24th JULY 2020 at 13.00 HRS LUSAKA TIME.**

13. AWARD OF CONTRACTS

COMESA reserves the right to wholly or partially reject or award this contract to any bidder and has no obligation to award this tender to the lowest bidder

14. REMUNERATION AND OTHER SUPPORT

The National Consultant shall accrue an all-inclusive daily professional service fee based on the COMESA rate for a total of 15 workdays over the performance period. COMESA will make payments against the total contract amount as follows:

- 10% upon satisfactory completion of KAP & SWOT data collection exercise;
- 20% upon satisfactory completion of REES and PEC data collection exercise;
- 30% upon submission of a satisfactory Country Evaluation Report or equivalent report; and
- 40% upon satisfactory completion of assignment in line with TOR.

When travelling on international duty or out-of-station duty for purposes of this assignment, the National Consultant will be supported through a per diem allowance at the COMESA ruling rate for missions. All costs of duty travel and other duty travel-related expenses relating to the undertaking of

duties and tasks on this assignment by the National Consultant shall be borne and arranged by COMESA.

15. TECHNICAL QUERIES

Technical queries related to this tender should be submitted in writing to procurement@comesa.int with a copy to smwesigwa@comesa.int

END