



AMAZON COOPERATION TREATY ORGANIZATION – ACTO

Y

NATIONAL WATER AND SANITATION AGENCY - ANA-BRAZIL

RECRUITMENT PROCESS

Amazon Project: Regional Action in the Area of Water Resources - Phase 2

1. OBJECTIVE

Hiring Consultancy Services for the Final Assessment of Phase 2 of the Amazon Project: Regional Action in the area of Water Resources.

2. APPLICATION INSTRUCTIONS

All applications must be submitted via email to projeto.amazonas@otca.org, with the subject line **[Projeto Amazonas – Fase II: Avaliação Final]**, **no later than April 21, 2024, 11:59 p.m., Brasilia local time**, in strict accordance with the provided terms of reference.

Supporting documents, whether in physical or digital format, must be promptly provided upon request. Failure to do so or incomplete submission of the required documents will result in the disqualification of the candidate.

3. DEADLINE

No later than April 21, 2024, 11:59 p.m., Brasilia local time, in strict accordance with the provided terms of reference.

TIME REFERENCE All time references during the selection process will follow the Brasilia-DF time zone.

The PS/ACTO reserves the right to change or adjust deadlines at any time to review proposals and determine the final outcome.

4. INQUIRIES



Any inquiries related to the selection process can be directed via email to projeto.amazonas@otca.org.

5. TERMS OF REFERENCE

The Terms of Reference are provided below.



TERMS OF REFERENCE

HIRING OF CONSULTANCY For the Final Assessment of the "Amazon Project: Regional Action in the Area of Water Resources" – Phase II



(ACTO – ANA – ABC)
Brasilia, March 2024



1. PROJECT IDENTIFICATION

Member Countries: Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, Suriname and Venezuela

Coordinating Institutions: Brazilian Cooperation Agency (ABC/MRE).

Brazilian Implementing Technical Institution: National Water and Sanitation Agency (ANA).

Executing Institution: Amazon Cooperation Treaty Organization (ACTO).

Collaborating Institutions: Agencies responsible for water resources management in the Member Countries (MCs) of ACTO: Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, Suriname, and Venezuela.

Source of Funding: The Brazilian Government through the National Water and Sanitation Agency (ANA).

Summary: Within the framework of Trilateral South-South Cooperation, the Second Phase of the *Amazon Project: Regional Action in the Area of Water Resources* aims to advance the shared and sustainable management of water resources in the Amazon Basin. This goal is pursued through the establishment of collaborative hydrometeorological monitoring networks, development of a comprehensive database on water resources and climate change, dissemination of knowledge about the Amazonian context, and implementation of technical training programs for officials from water resource institutions of ACTO Member Countries.

2. INTRODUCTION

In response to global discussions since the 2000s, Brazil has embraced a strategy of international collaboration with fellow nations of the "Global South", focusing on fostering capacity building and strengthening institutions with a social emphasis as part of its foreign policy. These guiding principles center on equality among peers, mutual benefit, lack of conditionalities, non-interference in other states' affairs, and alignment with the priorities of developing countries, forming the foundation of South-South Cooperation (SSC). Brazil's proactive engagement on the international stage stems not only from its insertion model but also from the tenets of its foreign policy, grounded in the belief that a bolstered state drives development.

SSC stands as a pivotal mechanism in mitigating regional disparities and developmental gaps, promoting sustainable development and innovative partnerships by fostering collaboration at global, regional, and subregional tiers.

In the context of the Sustainable Development Goals (SDGs) agenda adopted in 2015, SSC assumes a critical role as an integrative tool in regional and sub-regional frameworks, enhancing dialogue and coordination among nations to join forces to tackle shared challenges.

- ***Project Background***

The Amazon Cooperation Treaty Organization is an intergovernmental body comprised of eight Member Countries (Bolivia, Brazil, Colombia, Ecuador, Guyana, Peru, Suriname, and Venezuela), which promotes sustainable development and social inclusion in the Amazon region.



Acknowledging the region's strategic significance, Brazil headed the signing of the Amazon Cooperation Treaty (TCA) in Brasília in 1978 by the eight Amazonian countries. The treaty aimed to promote comprehensive regional development, enhance the well-being of the population, and reinforce sovereignty over their territories. It wasn't until 1998 that the countries signed the Amendment Protocol to the TCA, establishing the ACTO, equipped with a Permanent Secretariat headquartered in Brasília and its own budget.

In 2010, the Amazonian Strategic Cooperation Agenda (ASCA) was approved, which aligns with the priorities of the Amazonian countries and considers the political and social realities of the region. Initially set for an eight-year implementation period starting in 2011, the ASCA is presently undergoing revision to align with a collective regional vision shared by ACTO's Member Countries, spanning from 2020 to 2030. In a concerted effort to bolster institutions within Member States and advance sustainable development in the Amazon through international collaboration, the Brazilian government took a decisive step in 2011 by establishing an executive program for trilateral South-South cooperation with ACTO.

This executive program is responsible for supervising the advancement of two significant projects. Firstly, the "Amazon Project: Regional Action in the Area of Water Resources," now in its second phase, receives both technical and financial backing from the National Water Agency. This initiative is committed to fostering the shared and sustainable management of water resources across the Amazon Basin. Secondly, the program also concentrates on facilitating the implementation of the ASCA, although this aspect falls outside the scope of the current assessment.

- ***The Amazon Project***

The Amazon River basin stands as the most extensive hydrographic network globally, sprawling over approximately 6,110,000 km² from its origins in the Peruvian Andes to its outlet in the Atlantic Ocean (located in northern Brazil). This expansive continental basin traverses multiple South American countries: Brazil, Peru, Bolivia, Colombia, Ecuador, Venezuela, Guyana, and Suriname. Yet, it tackles formidable challenges stemming from the absence of integrated water resource management. Issues such as uncontrolled deforestation, water contamination from industrial and urban activities, soil erosion, river obstruction, and disputes over water usage present urgent concerns. These adversities have far-reaching consequences on biodiversity, climate dynamics, and the livelihoods of local communities, including indigenous peoples, riverside residents, farmers, and fishermen. Addressing these challenges effectively necessitates the establishment of policies and international agreements fostering cooperation among basin nations, thus ensuring the sustainable and equitable stewardship of natural resources. Within this context, the absence of integrated and collective management of basin water resources, along with disparities among institutions tasked with water resource management across countries, reverberates throughout the entire basin.

In Brazil, the Amazon hydrographic region stands out as the most extensive in terms of territory, boasting the highest average flow rate (131,947 m³/s), greatest water availability (35,402 m³/s), and largest exploitable underground reserves (1,643 m³/s). This abundant water wealth presents significant challenges for resource management, spanning technical, institutional, financial, and logistical realms. The region's vast expanse directly shapes management strategies, requiring



tailored approaches to address the breadth of responsibilities associated with preserving and sustainably utilizing this vital resource.

Sharing the hydrographic basin also implies the opportunity for international coordination, not only with institutions from directly involved countries but also with international organizations possessing pertinent information and practical experiences to complement the functions of Brazil's ANA agency. In this context, technical cooperation among nations is crucial and serves as a fundamental tool for fostering ongoing dialogue and proposing joint actions aimed at bolstering shared management, preservation, and the balanced, sustainable use of water resources.

In this context, ANA stands out as the Brazilian institution collaborating on the trilateral South-South cooperation project: "Amazon Project: Regional Action in the Area of Water Resources." This project was signed on July 6, 2012, under the partnership program established between the Brazilian government, through the ABC/MRE and ACTO. The project aims to contribute to the promotion of shared and sustainable management of water resources in the Amazon basin, leveraging ANA's successful experiences and best practices. It involves implementing technical cooperation actions aimed at strengthening the institutions responsible for water resource management in the ACTO Member Countries.

This trilateral South-South technical cooperation initiative aims to level the capacities of the entities involved in the project, focusing on three main aspects:

- i. Exchange of information systems for effective monitoring of water resources in the Amazon Basin;
- ii. Training of technicians from water agencies and organizations of the Amazonian countries involved in water resources management, with specific focus on hydrological information and extreme events; and
- iii. Supporting the establishment of a monitoring network to facilitate the exchange of hydrological, hydrometeorological, sedimentometric, and water quality information, including data related to extreme hydrological events.

3. ASSESSMENT SCOPE

The external and independent evaluation will cover all aspects of Phase II of the project, including design, relevance, efficiency, effectiveness, and management and governance arrangements, as described below. Additionally, it will analyze sustainability and contribution to broader sectoral impact.

Evaluation is considered by the initiative's partners to be an integral part of implementing technical cooperation activities. Evaluation exercises should be conducted in all projects, considering the nature of each project, the specific requirements agreed upon between partners at the time of conception, and during implementation, in accordance with previously established procedures.

The assessment's scope encompasses the temporal, technical, and geographical boundaries that define the "Amazon Project - Phase II" (from December 2016 to December 2024), as well as the objectives and key questions that this assessment will seek to address, considering the institutional roles played by the main actors: ACTO, ABC, and ANA.



This independent evaluation will generate recommendations to enhance future project conception, management, implementation, monitoring, and evaluation processes. It will also guide its execution by identifying best practices and analyzing lessons learned, all within the framework of criteria and approaches established by South-South Cooperation for Development.:

- The South-South Technical Cooperation Management Manual (document in Portuguese) and the General Guidelines for the Conception, Coordination, and Supervision of the Trilateral Technical Cooperation Initiative (document in Spanish) of the Brazilian Cooperation Agency of the Ministry of Foreign Affairs of Brazil; and
- The Quality Standards for Development Evaluation from the Organization for Economic Cooperation and Development (Development Assistance Committee - DAC/OECD).

The recommendations resulting from the evaluation should be closely tied to the conclusions of the evaluation process and offer clear guidance to stakeholders on how to address them. The evaluation will systematically analyze what worked, what did not work, and why, using the most solid evidence available. This will involve collaboration with key stakeholders involved in the project development, including members of associated public institutions, organizations responsible for water resources in collaborating countries, and others identified.

4. ASSESSMENT CRITERIA AND ASPECTS

CSS and CSST projects are primarily designed to enhance capacities. Assessments should gauge the extent to which capacities have been strengthened and whether the projects were or are relevant within the context of national development in ACTO MCs. Accordingly, this final assessment will focus on identifying and analyzing the outcomes of the Projects second phase through key questions related to the assessment's criteria (Table 1), and the achievement of project results/objectives using, as a central but not exclusive point, the indicators of the project's logical framework. Therefore, the "Amazon Project - Phase II" will be evaluated in relation to its own objectives, logical framework, achievements, and weaknesses, pinpointing results through key criteria, considering:

I. Relevance and strategic alignment: The extent to which the project's strategy and actions align with the priorities of:

- ACTO;
- National development frameworks;
- Sub-regional, national, and local priorities and needs;
- ABC;
- ANA;



- Agenda 2030.

II. Relevance of Project Design:

- The quality and realism of the logical framework.
- Duration of the project.
- Adequacy of total budgets for achieving products and results.
- Institutional structure and governance system management mechanisms proposed by Trilateral South-South Cooperation (TSSC).
- Strategies and mechanisms for joint technical implementation and capacity development.
- Complementarity and generation of synergies.
- Consistency with the principles of South-South cooperation (equality among peers, horizontality, mutual benefit, absence of conditionality, non-interference in the affairs of other states, response to the priorities of developing countries).
- Coherence (consistency across activities, products, and results), and the ongoing validity of the project strategy and elements in response to evolving challenges and needs.

III. Efficiency:

- The project's implementation productivity serves as a metric to assess how efficiently financial, material, and human resources are utilized, thereby determining the extent to which the achieved results are attributable to such efficient utilization.

IV. Effectiveness:

- To what extent the project contributed to the development objective of the Amazonian countries and the specific objective proposed by the project. In particular, the assessment will ascertain if the projected outcomes were successfully attained, discerning the primary beneficiaries and those receiving lesser benefits, or if the outcomes are not being realized as anticipated. Additionally, the evaluation will examine the establishment of synergies with national initiatives and/or other international technical cooperation projects.

V. Management and governance arrangements (focus on mechanisms and decision-making spaces):

- To what extent the capacities and management mechanisms implemented by ACTO, ABC, and ANA contributed to achieving the expected results.

VI. Sustainability:



- To what extent adequate training will be provided to institutions to ensure there are mechanisms to sustain activities and if existing results are likely to be sustained beyond the conclusion of the project;
- To what extent can the knowledge generated throughout the project, including research documents, progress reports, manuals, and other tools, be leveraged beyond the project's completion?

For a thorough analysis, the consultancy will also devise supplementary questions and sub-questions alongside those listed in Table 1. These will be integrated into an evaluation matrix (Preliminary Report) during the planning phase of the assessment. Additionally, the evaluation will address the impact and challenges stemming from the Covid-19 pandemic on project execution.

Table 1 – Main Assessment Factors

Criteria	Guiding Questions by Criterion
I. Relevance	<p>Did the project's strategy and actions effectively address the needs of all stakeholders involved, including providing support for the policies and plans of participating governments, and adhering to Brazil's CSS/CSST principles?</p> <p>To what extent did the Project complement and create synergies with other Projects/programs of the ACTO Member Countries?</p> <p>In the context of the SDGs, does the Project align with the objectives and targets outlined in the 2030 Agenda across various cooperation issues, more specifically, to which objectives and targets?</p>
II. Efficiency	<p>Did the intervention methods, institutional setup, resources, and financial, technical, and operational procedures in place facilitate or impede the attainment of the project's results and objectives? Was resource utilization efficient? Could comparable results have been accomplished at a reduced cost? Are the quality and quantity of the outputs consistent with the resources deployed?</p>
III. Effectiveness	<p>What intended and unintended outcomes did the project achieve at the time of assessment?</p>
IV. Management Quality	<p><u>Quality of Implementation:</u> This criterion encompasses identification, conceptualization, evaluation, detailed proposal development, approval and initiation, monitoring, completion, and evaluation. The evaluator will assess the extent to which risks were identified and managed. This also entails examining management agreements with implementing agencies or other stakeholders.</p> <p><u>Execution Quality:</u> The assessment will focus on the role of managing institutions (ACTO, ABC, and ANA), particularly in cases where they are involved in overseeing the project's daily activities. Their accountability in the proper allocation of resources, procurement, and contracting of goods and services will be assessed. Evaluation of their performance will gauge the extent to which ACTO, ABC, and ANA effectively fulfill their roles and responsibilities, encompassing aspects such as visibility, communication, and knowledge dissemination.</p> <p><u>Management Quality:</u> The examination will delve into the extent to which the management capacities and frameworks introduced by ACTO, ABC, and ANA have contributed to attaining the expected outcomes. It will evaluate to what extent were monitoring mechanisms used to measure progress towards achieving products and outcomes, thus improving decision-making processes.</p>
V. Sustainability	<p>South-South Cooperation stands as a significant instrument in diminishing regional asymmetries and bridging national development disparities, fostering sustainable development and pioneering partnerships by</p>

	integrating existing cooperation mechanisms at the global, regional, and sub-regional tiers. How enduring are the results attained in environmental, social, institutional, and economic dimensions up to the assessment date?
VI. Lessons learned	What lessons can be drawn from the conception, implementation, and management of the project that may be useful for other current and future projects?

Within the framework of the ACTO, it's worth highlighting Brazil's dual role as both a Member Country and a Development Partner. This entails the provision of technical and financial resources aimed at enhancing the capacity of fellow MCs. Assessing the impact is crucial for comprehending the contribution of trilateral South-South cooperation in advancing sustainable development and capacity-building efforts for nations engaged in Amazon Region water resource management.

5. IDENTIFICATION OF CONSULTANCY

Hiring consultancy for the Final Assessment of the "Amazon Project: Regional Action in the Area of Water Resources - Phase II" in developing countries, Members of ACTO, within the terms described in this document (Terms of Reference).

6. ACTIVITIES TO BE UNDERTAKEN AND EXPECTED DELIVERABLES

DELIVERABLE 1 – Technical Proposal

- Document detailing the comprehensive methodology to be utilized, accompanied by the Work Plan incorporating research instruments (questionnaire creation), the approach, and schedule for data and information collection (interview guidelines and timetable).

The technical proposal containing the work plan must be validated by the technical teams of ACTO, ABC, and ANA. The institutions will have up to five business days to analyze and respond to the evaluator. If necessary, the Contractor will request a meeting for further clarification.

DELIVERABLE 2 – Partial Report

- Report containing the organized data, initial conclusions drawn from data collection, indications of any potential challenges encountered, and, if required, recommendations to supplement the data, alongside any other pertinent information deemed necessary by the evaluator.

The accountability for providing the necessary documents and information for the assessment rests with the project management institutions (ACTO, ABC, ANA). The evaluator will meticulously review the documentation, identify any potential deficiencies, and request supplementation and verification of the surveying and systematization of the various sources



indicated for analysis. Based on the collected data and information, the evaluator will then present a consolidated interim evaluation report.

Additionally, it is requested that the organized original data be subsequently provided in spreadsheet/database format to enhance transparency and allow for potential future utilization by the managing institutions.

The technical teams of ACTO, ABC, and ANA will be given a timeframe of up to 10 business days to review and provide feedback on the interim report to the evaluator. Deliverable 2 will be deemed delivered upon approval by the managing institutions (ACTO, ABC, ANA).

DELIVERABLE 3 – Assessment Final Report

- Document presenting systematically the data collected during the research and analysis stage.

The Final Assessment Report will identify exemplary practices following the General Guidelines for Trilateral Technical Cooperation and the South-South Technical Cooperation Management Manual provided by ABC/MRE (Brazilian Cooperation Agency, Ministry of Foreign Affairs).

In this third deliverable, the Consultant is tasked with presenting the assessment outcomes of the Amazon Project, following the methodology outlined in the Work Plan. This includes:

ACTO, ABC, and ANA technical teams will have up to 15 business days to review and provide feedback on the final report to the evaluator. Deliverable 3 will be deemed completed upon approval by the managing institutions (ACTO, ABC, ANA).

DELIVERABLE 4 – Executive Summary of the Amazon Project- Phase II Assessment

- Executive Summary prepared for the dissemination of the results of the Project.

The document should be crafted in a clear and concise manner, aiming to convey the essential information of the Amazon Project and its evaluation effectively and engagingly. It is envisioned that the document will be accessible to diverse audiences, providing a swift and thorough grasp of the project's outcomes and impacts in the Amazon region. The evaluator is encouraged to incorporate figures, graphs, and tables as needed to enhance comprehension and spotlight key findings.

7. TIMELINE OF EXECUTION AND DURATION OF CONSULTANCY

The service's total execution period will span up to 150 (one hundred and fifty) business days, commencing from the contract signing date and encompassing analysis and approval periods for the deliverables. Should there be a need to extend this timeframe, a joint decision will be made between the contractor and the relevant managing institutions.

Two in-person meetings in Brasilia with OTCA, ANA, and ABC are required at the beginning and end of this consultancy to present and discuss the deliverables.

The deliverables sending must adhere to the Execution Schedule detailed below:

Table 1 – Schedule of Service Execution

DELIVERABLES	Month 1		Month 2		Month 3		Month 4		Month 5		
	1 ^a	2 ^a	1 ^a	2 ^a	1 ^a	2 ^a	1 ^a	2 ^a	1 ^a	2 ^a	
Deliverable 1 – Technical proposal including methodology and Work Plan											
Deliverable 2 – Partial Report including collected and systematized data											
Deliverables 3 and 4 – Assessment Final Report and Executive Summary											

Note.: Highlighted in orange is the timeframe allotted for institutions to review each deliverable: 5 business days for Deliverable 1; 10 business days for Deliverable 2; 15 business days for Deliverable 3; and 5 business days for Deliverable 4.

- **Travels**

The collection of information from project beneficiaries and managers will primarily occur through virtual meetings and interviews. In exceptional cases, which must be duly justified, any travel needs must be submitted to the contracting entity for approval. Costs will be covered by the project and reimbursed afterward.

8. QUALIFICATION REQUIREMENTS

Candidates must not have any direct or previous involvement with the Project, whether in its formulation, implementation, or any form of support.

- **Personal Qualifications**

The candidate should demonstrate the ability to work in multicultural environments, to plan, schedule, and work towards achieving results; to engage in dialogues and consultations with various stakeholders; excellent oral and written communication skills; maintain a consistent attitude and behavior of cordiality, composure, respect, and collaboration with all individuals and institutions with whom they interact; and exercise utmost discretion at all times regarding documents, information, and materials provided for this evaluation.

- **Academic Background**

Bachelor's and postgraduate (specialization or master's) degrees in ecology, economics, business administration, environmental engineering, or related fields, as well as in public management, international relations, international cooperation, project evaluation, or related disciplines are



accepted. Professional or academic training specifically focused on project evaluation is considered advantageous.

- **Professional Experience**

- i. Proven experience of at least eight (8) years in the management and/or evaluation of international cooperation programs or projects. Experience in regional cooperation projects/programs and/or South-South cooperation will be valued.
- ii. Solid knowledge of South-South Cooperation, with a particular emphasis on Brazilian Trilateral South-South Cooperation: its characteristics and principles.
- iii. Demonstrated experience in report writing and/or formulation of cooperation projects for development, public policies, research, or similar fields (an example of such reports will be requested).
- iv. Experience in qualitative research methodologies and evaluation of environmental policy projects/programs, preferably with an emphasis on water resources.
- v. Fluency in both Portuguese and Spanish (spoken and written) is essential. Proficiency in English will be considered an advantage.
- vi. Presentation of previously elaborated products: It is preferred that the candidate has a portfolio showcasing products developed in previous evaluations, demonstrating analytical skills and the ability to provide concrete results.

The percentage weights for each scoring criterion are distributed as follows:

- i. Academic background (30%);
- ii. Professional experience (70%).

In case of a tie score, priority will be given to the higher qualification obtained in the professional experience criterion.

9. PAYMENT METHOD AND APPROVAL OF DELIVERABLES

Payments will be processed upon the completion of each deliverable, in accordance with the percentages outlined in Table 2 below. The total contract value amounts to US\$ 10,000.00 (**ten thousand dollars**). The payment schedule is structured to align with the successful completion of each work stage, ensuring a direct correlation between deliverable submission, approval, and corresponding payments.

Table 2 - Percentage breakdown of payments relative to the total value

DELIVERABLES	%
Deliverable 1 – Technical Proposal (Work Plan and Methodology)	10%
Deliverable 2 – Partial Report including collected and systematized data	30%



Deliverable 3 –Assessment Final Report of the Amazon Project	50%
Deliverable 4 – Assessment of Executive Summary	10%

The contracting entity reserves the right to authorize payment for the deliverables, subject to their quality, as outlined in the scheduled timeline.

10. SUPERVISION AND MONITORING

The contracting entity will conduct monitoring, supervision, and oversight of the contracted professional's work through specifically designated technicians. Evaluation deliverables will be shared with ABC and ANA to gather feedback and suggestions for improvement. This process will entail a thorough analysis of the activities undertaken, ensuring adherence to the terms outlined in this Terms of Reference and the contract.

Additionally, the contracting entity requests that any proposed modifications to the plan by the evaluator be submitted at least twenty days in advance. This timeframe will allow the contracting entity to timely review, analyze, and make appropriate decisions together with the other project managing institutions (ABC and ANA) regarding the proposed modifications, to maintain transparency, efficiency, and alignment with these Terms of Reference.

11. CONFIDENTIALITY AND COPYRIGHT

The insights and outcomes produced through this consultancy will be shared with the Amazon Cooperation Treaty Organization, the Brazilian Cooperation Agency, and the National Water Agency at no charge, with appropriate credit given to the author.



ANNEXES

ANNEX I – INPUTS

The following documents will be provided to the evaluator in digital or printed format:

- Project Document (PRODOC), phases I and II;
- Mission reports;
- Products generated within the project scope
- Progress reports;
- Minutes of Project Monitoring Committee Meetings (CAP in Portuguese) and any other meetings held;
- Training materials and their respective evaluation questionnaires, which would be administered at the end of each event;
- South-South Technical Cooperation Management Manual from the Brazilian Cooperation Agency of the Ministry of Foreign Affairs;
- Guidelines for the development of multilateral and bilateral international technical cooperation. ABC-MRE (2020).
- General Guidelines for the Design, Coordination, and Supervision of Trilateral Technical Cooperation, from the Brazilian Cooperation Agency of the Ministry of Foreign Affairs;
- Contacts of the Project's partner institutions, with a list of names of managers and trained technicians, provided by ANA and ACTO; and
- Any other identified and necessary information held by OTCA, ABC, and ANA will be provided.

ANNEX II - LINKS

- Amazon Regional Observatory: <https://oraotca.org/pt/inicio/>
- Access to the folder containing the recordings of the monthly monitoring meetings (MEGA); and
- Access to the Teams Planner folder.