



ANNEX II: TERMS OF REFERENCE

Support to the implementation of the UfM 2030GreenerMed Results-Based Monitoring, Reporting and Evaluation Mechanism - 09 - PRO623WEB-2025

1. BACKGROUND INFORMATION.....	1
1.1. Partner country	1
1.2. Contracting authority	1
1.3. Relevant background.....	1
2. OBJECTIVE, PURPOSE & EXPECTED RESULTS.....	3
2.1. Overall objective.....	3
2.2. Purpose.....	4
3. ASSUMPTIONS & RISKS	6
3.1. Assumptions	6
3.2. Risks	6
4. SCOPE OF THE WORK	6
4.1. Results and outputs to be achieved by the Contractor.....	6
4.2. Project management.....	7
5. LOGISTICS AND TIMING.....	7
5.1. Location	7
5.2. Commencement date & Period of implementation of tasks	7
6. REQUIREMENTS.....	7
6.1. Personnel.....	7
6.2. Office accommodation	9
6.3. Facilities to be provided by the Contractor.....	9
6.4. Equipment	9
7. REPORTS.....	9
7.1. Submission & approval of reports.....	9
7.2. Language	10

1. BACKGROUND INFORMATION

1.1. Partner country

N/A

1.2. Contracting authority

Secretariat of the Union for the Mediterranean (UfM or Contracting Authority)

1.3. Relevant background

Created by the Euro-Mediterranean Heads of State and Government meeting in Paris on 13th July 2008, the UfM Secretariat is a multilateral partnership composed of 43 countries (27 EU Member States and 16 Southern and Eastern Mediterranean Countries) with the mandate of enhancing regional cooperation and integration between both shores of the Mediterranean Sea.

Its Secretariat (the Secretariat of the Union for the Mediterranean) is the first permanent structure dedicated to the intergovernmental Mediterranean partnership. The Secretariat is the platform to operationalize and follow-up decisions taken at political level with a view to monitoring the progress in the implementation of Ministerial Declarations' commitments and promoting the initiatives, programs and projects intended to foster cooperation in the region.

Its multi-partner approach is crucial for seizing opportunities through the exchange of best practices, sharing of experiences, identifying new and innovative methodologies and developing regional and sub-regional networks, following the principles of co-ownership and variable geometry and in collaboration with other key stakeholders in the Euro-Mediterranean area.

Current state of affairs in the relevant sector

- Following 20 years of environmental cooperation within the Euro-Mediterranean framework, the second phase of the "H2020 Initiative for a Cleaner Mediterranean" - launched in Cairo in 2006 and blessed by the 2014 UfM Ministerial on ENV and CC, with an expanded scope and approach integrating depollution, pollution prevention/sustainable production and consumption, climate change as basis of a Mediterranean Green Deal – closed in 2020 and its results were compiled in the report "Reaching the 2020 Horizon: 14 years of Mediterranean cooperation on Environment - THE H2020 INITIATIVE FOR A CLEANER MEDITERRANEAN".
- The 2nd UfM Ministerial Meeting on Environment and Climate Action, adopted on the 4th October 2021 in Cairo, aimed at renewing, reinforcing and accelerating, during this particularly relevant historical time, the political commitments of the 43 UfM countries to promote the shift towards a green, circular, carbon neutral and social inclusive economy. The "2030GreenerMed Agenda ("Towards 2030: Agenda for a Greener Med – Contributing to Achieving the Environmental SDGs in the Mediterranean) is the environmental pillar of this 2nd UfM Ministerial Meeting on Environment and Climate Action.

While giving continuity to the key thematic priorities of the 2014 Ministerial Declaration, the 2021 Ministerial Declaration aimed to step up and accelerate the shift towards a green, circular and socially inclusive economy at Mediterranean level; address the most urgent environmental issues, including pollution and biodiversity loss, and reconcile them with the economy and development; promote an integrated approach, providing for a greater sectorial cooperation,



aligning its priorities and objectives to the Agenda 2030 and related SDGs.

Furthermore, the Ministerial will link directly to the Multilateral Environmental Conventions and related post 2020 frameworks - in particular the Convention on Biological Diversity and the Convention to fight Desertification - as well as to milestone events such as the upcoming UN Summit on Sustainable Food Systems. Long lasting relations are kept with other regional frameworks such as the Barcelona Convention and its Protocols, the Mediterranean Strategy for Sustainable Development and the Mediterranean Strategy for Education for Sustainable Development and its Action Plan.

- In line with the 2nd UfM Ministerial Declaration on Environment and Climate Action in 2021, the UfM Environment Agenda, so called the “2030 Agenda for a Greener Med”, GreenerMed was shaped as result of a) two years of consultations with countries and stakeholders, b) the support of an External Evaluation and c) the elaboration of the outcomes of the above mentioned H2020 and other relevant regional Initiatives.
- Since 2021, the UfM has centered its work around the implementation of the UfM “2030 Greener Med Agenda”, which axes of work as considered the tools for operational cooperation among the 43 UfM countries and which implementation is reviewed by the annual UfM Environment Working Group, part of the (annual) UFM Regional Platform on Environment and Climate Change, on a regular basis/around every 6 months and represent the regional glue.

The “2030 Agenda for a Greener Med” structures its specific activities around three main axes of work, namely:

- Support the transition to a green, circular and socially inclusive economy based on sustainable consumption and production practices and nature-based solutions.
- Prevent and reduce pollution on land, sea and air.
- Protect, preserve, manage, and restore natural resources in the Mediterranean region within an integrated ecosystem approach, including terrestrial, marine and coastal dimensions.

So, since its launch in 2021, the GreenerMed Agenda has been set in motion and is currently advancing as strategic joint regional agenda in tune with the vision of its 43 UFM member countries.

Socio-economic aspects – education for sustainable development; green jobs and skills; gender and youth; environmental related displacement and migration, etc. – are fully integrated in the GreenerMed Theory of Change. Management and adaptation to climate change are dealt as cross-cutting challenges due to its direct environmental impacts on the Mediterranean region; scientific findings and proposed priority areas of action as underlined by the IPCC and Medecc Report, are duly considered for follow up.

The UfM Environment Focal Points are currently being consulted for the MAR2 Report.

- GreenerMed is based on:
 - The GreenerMed Agenda (*Theory of Change; Annex for Implementation including the mapping of GreenerMed supporting projects*) and on the
 - GreenerMed Framework for Monitoring, Reporting and Evaluation (*GreenerMed Baseline Assessment; GreenerMed First Results Based Monitoring Report, published in 2022 and available online; 2025 External evaluation of the implementation of the GreenerMed Agenda; GreenerMed Second Results Based Monitoring Report 2025, currently in draft and to be released in early 2026; final GreenerMed Results Based Report and final external evaluation*)



foreseen in 2030), the UfM Secretariat is aiming at supporting countries and stakeholders in monitoring ongoing and launching future projects/programs, tracking participation, progress and trends of the three axes and related contribution to the SDGs, up to 2030.

Moreover, GreenerMed is serving as guidance and reference tool for coordination of ongoing and future joint programming on environmental matters by partners, donors, IFIs and stakeholders at regional level.

More details are available at <https://ufmsecretariat.org/ufm-environment-agenda/>. As shown, GreenerMed is also closely connected and coordinated with the environmental part of the UfM Blue Economy Agenda (see UfM Sustainable Blue Economy <https://medblueeconomyplatform.org/#gsc.tab=>).

- Over time and up to now, more than 300 projects were associated to the GreenerMed Agenda. Such regional projects, funded by different donors and currently ongoing, support the above Axes and represent the bulk of operational activities boosting actions and feeding the GreenerMed process. The UfM Secretariat integrates, within the limits of its budget, such regional activities with seed funding throughout the three areas of work. Good practices and solutions are also upscaled, transferred, capitalized as appropriate at the benefit of the whole region. New GreenerMed associated initiatives and programs are under consideration and shape.
- The Greener Med Agenda has been translated into a more implementation-oriented document to help visualizing the concrete steps ahead. The revision of the GreenerMed narrative is expected in 2026, acknowledging the different mediterranean and international context as well as progress related to the BBNJ and the ongoing Plastic Treaty negotiations.
- The UfM Secretariat maintains, as guiding principles for its activities and agenda, the Sustainable Development Goals relevant to its mandate on environment/green economy, in particular SDG 12, 13, 14, and 15 and it will strongly contribute to SDGs in other areas, such as SDG 8, 9 and 11; the outcomes of the CBD, UNFCCC, UNCCD COPs; UN Decade for Ecosystem Restoration; the Barcelona the Ocean Pact and the Med Pact; as well as other relevant international and regional frameworks of cooperation. Similarly, the UfM Secretariat gives paramount importance to the specific socio-economic challenges of the region related to green/blue jobs, environmental related migration, increased opportunities for women and youth.
- Currently, the ground is being prepared for a new UfM Ministerial on Environment and Climate Action, expected to take place in 2027. GreenerMed is expected to continue to be the natural, operational, environmental arm for implementation of mentioned Declaration, at least up to 2030. The 2025 External Evaluation confirmed that the three priority areas of work are still valid and a priority for the 43 UFM member countries.

2. OBJECTIVE, PURPOSE & EXPECTED RESULTS

2.1. Overall objective

The overall objective of this contract is to assist with the progress in implementation of the Environment/Green Economy component of the 2021 UfM Ministerial on Environment and Climate Change, in particular the 2030 *GreenerMed Agenda*.



2.2. Purpose

To assist the Secretariat of the Union for the Mediterranean with the annual 2030 Greener Med result-based monitoring, reporting and evaluation of the environment/green economy dossier, the so called *2030GreenerMed Agenda* (full name: “Towards 2030: Agenda for a Greener Med – Contributing to Achieving the Environmental SDGs in the Mediterranean”) <https://ufmsecretariat.org/ufm-environment-agenda/>; https://ufmsecretariat.org/wp-content/uploads/2022/03/220304-Presentacio%CC%81n_Final_Light.pdf;) in line with the [2021 UfM Ministerial Declaration on Environment and Climate Action](#), and in view of a possible, future political deliberations towards a 3rd UfM Ministerial Declaration on Environment and Climate Action, expected in 2027. The contractors will be in charge of the following specific, quantifiable tasks:

Work Package 1: GreenerMed Result-based Monitoring, Reporting and Evaluation Mechanism

✓ Monitoring

- *GreenerMed Theory of Change* - progressive update/finetuning/compilation, at least annual, based on indicators availability;
- Annual update of the mapping of GreenerMed associated projects. Further attention will be placed in integrating environment related projects addressing specifically women and youth. Furthermore, catchy analysis and presentation of trends by country and by GreenerMed Axis should be ensured at each UfM Working Group/UfM Regional Platform meetings. etc. as PPT/s and narrative if applicable;
- Wider dissemination of the 2nd GreenerMed Result-Based Monitoring Report (and future Reports), to be placed on the UfM website and circulated widely online and through social media. The 2nd Result Based GreenerMed Monitoring Report will be ready at the end of 2025/public in early 2026.

The Baseline and 1st GreenerMed Monitoring Reports are available at https://ufmsecretariat.org/wp-content/uploads/2022/05/20220510_Baseline-Report-2030GreenerMed_designed.pdf ; https://ufmsecretariat.org/wp-content/uploads/2024/02/20231107_First-Monitoring-Report-2030GreenerMed_final-draft.pdf.

✓ Reporting

- Collection and recording of the updates/information provided by UFM countries at every UfM Environment Working Group/UfM Regional Platform on Environment and Climate Action. While keeping track of each contribution, to be shared with the managing authority at the end of each ENV WG/ENV and CC Regional Platform meeting, provide also a follow-up summary of the commonalities/joint priorities/main areas of interest identified among UfM countries;

✓ External evaluation

- Integration, as appropriate, of the outcomes/suggestions of the 2nd External Evaluation of the implementation of the GreenerMed Agenda, carried out in 2025;
- Preparation of the final external evaluation of the GreenerMed Agenda, planned for 2029/30.

The contractor is expected to assess the feasibility/options to turn the GreenerMed associated projects database and the whole result base monitoring, reporting and evaluation mechanism from



manual to digital. A specific report is expected in this respect.

Work package 2: Ensure the progress in the GreenerMed monitoring, reporting, evaluation at the meetings of the regional dialogue on Environment/Green Economy

UfM Environment Working Group

- As of 2021 and then up to 2029, on annual basis - the contractor is expected to contribute to the annual meeting of the 10th UfM Working Group on Environment and of the annual 7th UfM Regional Platform on Environment and Climate Change, as agreed in due course. The support is content-focused and directed to present progress as emerging from the GreenerMed monitoring reporting and evaluation mechanism illustrated above.
- The contractor will therefore be present at the meeting to present/explain monitoring and reporting documents and make presentations as requested by the UfM Secretariat.
- The UfM ENV Task Force is usually a 1-day event and takes place on annual basis, in person or online, depending on the budget. In 2025, it was successfully held online.
- The latest version of the 2030 GreenerMed Agenda is available at https://ufmsecretariat.org/wp-content/uploads/2022/03/220304-Presentacio%CC%81n_Final_Light.pdf. The latest documents and presentations of the last 9th UfM Working Group on Environment, held on 29th January 2025, are available at: [9th Working Group on ENV](#).

The related 'Agreed Conclusions' in EN and FR by countries and stakeholders are attached to these ToRs.

UfM Regional Platform on ENV and CC

- The UfM Environment Working Group is part of the UfM Regional Platform on Environment and Climate Change. The UfM Regional Platform on ENV and CC is the group made of countries high level representatives, set up by the 2014 and 2021 UfM Ministerial Declaration on ENV and CC to monitor and guide the implementation of the Declaration itself, and take decisions on the joint UFM Environmnet + Climate agenda and portfolio of initiatives, programs, projects and activities.
- The 1st WG on ENV and CC was hold in March 2017, two years and half after the approval of the 2014 Ministerial Declaration. Since then, meetings were held every two or three years. However, the 2021 UfM Ministerial on Environment and Climate Action called for these meetings to be more frequent.
- The 2024 and 2025 editions of the UFM Regional Platform on Environment and Climate Action were held within the UfM Med Green Week 2025. For 2026, the modalities of implementation of the 'Med Green Week', including the conceptualization of the event (objectives, formats) and the corresponding structure (one or separate budget lines, including both Sida and non-earmarked funds) are under discussion. Further details will be provided at project inception. The structure will not impact on the above expected deliverables, to be provided by the contractor and adapted to the agreed UfM framework by UfM.



Work Package 3: Communication and Dissemination of the GreenerMed Agenda result-based monitoring, reporting and evaluation aspects:

- In close coordination with the Managing Authority, prepare a maximum of 3 visually attractive, ready to-be-published factsheets on the progress of the Monitoring, Reporting and Evaluation of the GreenerMed Agenda, with translation in EN, FR, AR, if so required; they might cover each of the 3 GreenerMed Axes and Key Priority Actions (green circular economy; pollution with a focus on prevention; biodiversity/ecosystem preservation and restoration), outlining GreenerMed main findings, needs, gaps and achievements for wide dissemination and funding.
- Prepare a video to be possibly used for the next UfM Ministerial, summarizing the achievements since 2021, highlighting communicating and disseminating the results achieved in the implementation of the 2021 Ministerial Declaration via social media or through easily accessible products ('2030 GreenerMed Agenda in pills') as agreed at inception phase;
- Participate online/in person in meetings, workshops, and other type of events relevant to the GreenerMed result based monitoring, reporting and evaluation activities, as agreed with the contracting authority.

3. ASSUMPTIONS & RISKS

3.1. Assumptions

- The ability to identify and engage relevant partners/stakeholders, ensure appropriate communication and circulation of information between partners/stakeholders, adopt an inclusive approach and use information appropriately; promote ownership.
- The degree of cooperation, involvement and willingness of the various concerned stakeholders involved to collaborate closely.

3.2. Risks

- Ineffective coordination of the activities
- Lack responsiveness of partners
- Political instability in the region; changing priorities in beneficiary countries'; slow adjustment of activities and envisaged actions; to changing priorities in beneficiary countries.

4. SCOPE OF THE WORK

4.1. Results and outputs to be achieved by the Contractor

- Requested services

Under the overall supervision of the UfM Manager, within the set budget and with a reasonable distribution of resources, the Contractor shall progressively submit the deliverables associated to the activities detailed in Work Package 1, 2 and 3, in line with the timing detailed and agreed for each deliverable at inception phase for the duration of the contract.

Required outputs

In close consultation with the UfM Project Manager, the Contractor shall:

- Prepare a concise inception report and work plan on activities foreseen in Work Package 1, 2, 3 to be carried out during the assignment.
- One Interim Report per year – Report on the operationalization of the activities carried out under Work Package 1, 2, 3, including all relevant Annexes with presentations, technical documents,



concept notes, etc. run in 2026;

- Final report – the final report includes the results achieved with respect to the three Work Packages, all the Annexes and related deliverables, and summarizes the useful 'lessons learned', suggestions, or problems encountered during the implementation of the activities as well as indications on the way forward.

4.2. Project management

4.2.1. Responsible body

The project will be managed by UfM Water, Environment and Blue Economy Division.

All issues related to the technical elements in relation to this contract, mainly the specific activities as outlined in section 4.1. of these Terms of Reference, shall be taken by the project manager nominated by the contracting authority pursuant to special conditions of contract Article 2.1. The project manager will ensure these tasks in accordance with UfM internal rules and procedures.

5. LOGISTICS AND TIMING

5.1. Location

The services shall be carried out from remote, with regular/weekly communication with the UfM Secretariat(Barcelona).

Missions to UfM Secretariat/UfM countries or events shall be included in the financial proposal and agreed with the managing authority, if sanitary conditions allow.

An estimate of maximum 10 missions, as necessary, can be considered and agreed with the Managing Authority.

5.2. Commencement date & Period of implementation of tasks

The intended start date is in April 2026 and the period of implementation of the contract shall be till 31/12/2026.

6. REQUIREMENTS

6.1. Personnel

Note that civil servants and other staff of the public administration of the partner country, or of international/regional organisations based in the country, shall only be able to provide input as experts if well justified. The justification should be submitted with the tender and shall include information on the added value the expert will bring as well on any potential interference or conflict of interest of the proposed expert in his/her function as expert and his/her present or previous functions working as civil servant. Moreover proof should be submitted that the expert is seconded or on personal leave.

6.1.1. Experts

The selection procedures used by the contractor to select the experts who provide input to the contract must be transparent, must guarantee the absence of professional conflicting interests and



the absence of any discrimination based on former or current nationality, gender, place of residence, or any other ground. The findings of the selection panel must be recorded.

The Organisation & Methodology must include a paragraph demonstrating that a gender sensitive experts' selection procedure has been applied¹.

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

Expert 1.: Team leader/Coordinator

The minimum requirements covered by the team of experts as a whole are detailed below:

Qualifications and skills

- Education at least up to a university degree (where a university degree has been awarded on completion of four years study in a university or equivalent institution) in Environmental Management, Policy, Economics, Sciences and/or or degree relevant to the present assignment.
- Thorough knowledge of English, written and spoken; satisfactory knowledge of French (either as skill or through professional backstopping).
- Further knowledge of Arabic is considered an asset.

General Professional Experience:

- Minimum 7 years of proven experience in a management and/or coordination role, or any equivalent activity.
- Solid knowledge of environment/green economy issues.

Specific Professional experience

- Experience in implementing a project of similar nature, e.g., running/coordinating a team of experts in order to organize and elaborate strategic assessments, analysis, studies and publications etc.
- Further knowledge of the specific issues in the Mediterranean is considered an asset.
- Proven experience and ability to work with multicultural teams and organizations in the Mediterranean is considered necessary.

The Organisation and Methodology should demonstrate how the contract will comply with these requirements to accomplish the desired output(s). The Organisation and Methodology may include the name(s) and profile(s) of the respective expert(s). Compliance (yes/no answer) of the team (as a whole) with the requirements will be checked, but there will be no marks given to the experts.

The assignment should be carried out by a Team Leader/Coordinator together with a team of experts.

¹ Note that gender balance refers not only to numerical parity, but also to the level of employment and remuneration, roles and functions.



It is up to the Contractor to propose a strong methodology and team for the elaboration of the work to be carried out (*supported by a backstop team, as appropriate*). The interdisciplinary and multicultural team of experts is expected to have a) complimentary/extensive knowledge of the GreenerMed related priority issues in the Mediterranean region as well as b) language abilities adapted to the tasks to be performed (it is expected a good combination of English, French and Arabic).

The contractor shall ensure that all services will be provided and supported by appropriate expertise; methodology and the proposed team will be included in the offer.

6.1.2. Other experts, support staff & backstopping

The Contractor will be responsible for:

- Project backstopping, administration, and financial management
- Provision of the experts and the necessary support staff, as defined in the Terms of Reference
- Quality control and timely delivery of all outputs in line with the agreed work plan
- All support staff and backstopping costs
- All necessary equipment for the team of experts

6.2. Office accommodation

Office accommodation for each expert working on the contract is to be provided by the Contractor.

6.3. Facilities to be provided by the Contractor

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

6.4. Equipment

No equipment is to be purchased on behalf of the Contracting Authority as part of this service contract or transferred to the Contracting Authority at the end of this contract. Any equipment related to this contract, which is to be acquired must be purchased by means of a separate supply tender procedure.

The Contractor is expected to work remotely using its own office equipment; when necessary and requested, the Contractor may work at UfM Secretariat premises.

7. REPORTS

7.1. Submission & approval of reports

The reports must be submitted in English to the UfM Manager. The UfM Manager is responsible for approving the reports.

Following the comments received, the Contractor will send a revised version by e-mail, before



formally submitting the final version. The approved version of the final report shall be submitted in two copies (one hard copy plus **one electronic version** (MS Word format) to the Manager in charge. These final versions must be accompanied by the final invoice.

The Secretariat will provide its comments on the submitted Inception, Interim and Final reports, within 15 working days upon receipt according to the above indicated timing.

To summarize, the Contractor shall provide reports as per Table below; payments will be done accordingly:

Name of report	Content	Time of submission
Inception report	Work plan and strategy for the entire contract	1 week after project start
Interim Report	Interim Report plus Annexes with deliverables produced, as agreed at inception	15 September 2026
Final report	Description of the overall support provided; annexes including all the deliverables produced; summary of problems encountered and recommendations on the way forward	Before 31/12/2026

7.2. Language

The UfM Secretariat must be kept informed of the project progress, through regular contacts and at least via bi-monthly calls. The reporting language, as well as all writing communication between the Secretariat and the Contractor will be in English. The working languages will be English French, Spanish and Arabic, as applicable).