

## **SUPPORT TO THE WESTERN INDIAN OCEAN MARINE SCIENCE ASSOCIATION (WIOMSA) FOR MARINE AND COASTAL SCIENCE FOR MANAGEMENT (MASMA) PROGRAM**

### **Terms of Reference for the MASMA Program Evaluation**

#### **1. BACKGROUND INFORMATION**

Support for capacity building in marine science in the Western Indian Ocean (WIO) region by the Swedish International Development Cooperation Agency (Sida) has mainly been effected through three programs. These are: the Bilateral Program for Mozambique (initiated in 1985), the Bilateral Program for Tanzania (initiated in 1990) and the Regional Program in Marine Science in East Africa (initiated in 1992). Sida first supported the Western Indian Ocean Marine Science Association (WIOMSA) through the Regional Program (1993 to 1999), followed by direct support to WIOMSA from 2000 onwards. This was in the form of financial support for the implementation of the Marine and Coastal Science for Management (MASMA).

The Sida-funded MASMA Program is currently in its Phase V (February 2018 to December 2022) and in this phase, two initiatives are supported namely, the MASMA Program and the Cities and Coasts Project. The current agreement between Sida and WIOMSA stipulates that an internal mid-term review should/shall be carried out no later than 31 December 2020, and an Independent External Evaluation no later than 22 June 2022. Due to Covid-19 impacts on WIOMSA's activities, the mid-term review was postponed to 2021. However, recently Sida and WIOMSA agreed that only an external evaluation is required. This evaluation will not only focus on the review of the performance of the MASMA Program and the Cities and Coasts project in the current phase, but also on the overall impact of their support to coastal and marine sciences since the start of their involvement in the WIO. The outcome of the evaluation is to provide inputs to the preparation of the proposal for possible continued support to WIOMSA from 2023 and beyond.

#### **1.1 The Regional Program in marine science in East Africa (Pre-MASMA)**

The Regional Marine Science Program in East Africa had its beginnings in the late 1980s. A pre-feasibility study was done in 1989, followed by a meeting in Dar es Salaam in December of that year, when key research issues were identified. A follow-up meeting was held at Inhaca in 1991, which resulted in a concept note that was presented to the then SAREC board later that year. The Program started formally in 1992, with the following major objectives:

- Strengthening national capacity for research in marine sciences with a special focus on marine ecology, natural resources, and environmental issues.

- Strengthening the multidisciplinary approach in research concerning these issues, where also social and socio-economic problems should be analyzed
- Strengthen regional collaboration by stimulating contacts between individual researchers and between institutions in various countries
- Initiate cooperation where, for instance, SAREC's bilateral programs are involved, but even try to seek to stimulate cooperation where other donor programs will become involved
- Seeking to improve cooperation between various donors to enhance the efficiency of the programs.
- Disseminating results of the programs to ensure they will be applied in the development process.

The Regional Program went through two phases (1992-1996 and 1997-1999). In the first phase, the program's activities were grouped into four main components:

- i) Courses, workshops and seminars - several short courses in the natural sciences and national workshops on ICM were conducted
- ii) Regional research and monitoring projects – research projects by individual scientists from Sweden and the region on issues of regional importance were supported
- iii) Information and networking – this component included two key aspects namely, the establishment and support to the Western Indian Ocean Marine Science Association (WIOMSA) and the production of a guide to the fauna and flora of East African shores
- iv) Minor studies – This was assistance given to Swedish honors students for them to conduct research on topics of regional importance.

Further, in 1993, the program organized the first Ministerial Conference on Integrated Coastal Zone Management that was held in Arusha, Tanzania. This set the stage for coastal management initiatives at the local and national levels in the Western Indian Ocean region and successfully began a dialogue between the scientific community and high-level policymakers. The Conference was followed by training and awareness-building activities and national workshops based on the needs identified at the event. The national workshops were critical in identifying management issues and discussed ways to improve collaboration among stakeholders and institutions. Action plans for the development of integrated coastal management strategies at the national level were discussed and agreed upon in these national workshops.

The Phase II of the Program ran from 1997 and 1999 and retained most of the core activities of the phase namely short courses, research support, information dissemination and support to WIOMSA. Three new activities were undertaken during this phase: the Second Ministerial Conference on Integrated Coastal Management that was held in Seychelles in 1996 and the setting up of the SEACAM in Maputo, Mozambique in 1997. This Secretariat was set up to enhance coordination and implementation of coastal management activities in the region. The third activity was support to CORDIO to set up a regional program to monitor coral bleaching in the Indian Ocean.

## 1.2 Marine and Coastal Science for Management (MASMA) Program

The MASMA Program was established in 2000 to contribute to the region's knowledge base on coastal and marine environments, raise awareness about important issues, conduct and coordinate national and regional research, and disseminate information and data in support of sustainable coastal and marine resource management. The MASMA Program was also seen as an effective way of bolstering and maintaining regional research capacity in key research areas central to sustainable coastal resource management.

MASMA Program is regarded as a 'Regional Research Council' as it is the only competitive research program covering all the countries of the WIO region. It provides the sole regionally oriented mechanism of its type for: building research capacity, professionalism, and competitiveness amongst regional scientists; raising awareness on important coastal and marine issues and strengthening dialogue between scientists and policymakers.

Phase I of the MASMA program covered the period from December 2000 to December 2003 (later extended to March 2004) and in addition to focusing on the setting up of a system for managing the competitive research grant program, special attention was given to strengthening applied and interdisciplinary research on both the natural and social science aspects of coastal environmental issues to advance knowledge that is directly relevant to society and resource management. The Second Phase started in April 2004 and formally end in March 2007. This phase concentrated on further improvements of the competitive research program, particularly in relation to the feedback provided to the applicants, the evaluation and monitoring of the approved projects and the finalization of final technical reports. In recognition of the need to build the capacity among the experts in the region to develop fundable proposals, the Program Committee provided detailed comments to rejected proposals and, in some cases, invited them to resubmit their proposals after revision. The 'Commissioned' competitive research grants program was initiated in this phase to be a mechanism to proactively address recognized specific needs and emerging priority research gaps.

For the Third Phase which lasted from April 2007 to June 2012, several changes were made to the Program, including ensuring that the Program was more proactively based on, and developed according to the WIOMSA Strategic Plan. WIOMSA implemented a new multi-dimensional conceptual framework that views scientists and researchers as information and knowledge producers who collaborate with managers and decision-makers who are key users of the knowledge provided. This shift in strategy was intended to address the need for better scientific and expert engagement in the processes of establishing research priorities, conducting research, translating knowledge into action, and measuring the success of interventions. In this phase, between 2009 and 2012, WIOMSA was provided with additional support to implement Climate Change project. The project aimed to address several limitations including the lack of systematic vulnerability assessments on fisheries and coastal and marine resources, the limited attention given to the consequences of changing fisheries ecosystems on people, particularly for small-scale fishers and the absence of a regional Climate Change strategy.

The Fourth Phase covered the period from July 2012 to December 2017 and its goal was *"to establish a common regional platform by 2017, to advance and apply science for the*

***sustainable development of marine and coastal environments, bringing together governments, institutions, the private sector and community stakeholders for joint actions, and ensuring that a financially sustainable WIOMSA plays a key role in this process***". The regional 'platform', rather than being a tangible institution or permanent structure, was defined as a 'hub' or 'nucleus' for regional activities, to be achieved through the implementation of the MASMA Program. The platform had four specific objectives. These were to: a) undertake organizational change to improve the financial and organizational sustainability of WIOMSA; b) develop institutional capacity to identify and define problems/ issues, and to conduct quality research that is relevant and critical for influencing changes at different scales; c) strengthen existing and develop new partnerships, and d) develop and implement an effective communication strategy.

The current phase, Phase V is aiming at assisting WIO countries to achieve the ambitious 17 SDGs and the Paris Agreement. These two frameworks, particularly the SDG one, present a universally applicable and interconnected framework for integrating the three dimensions of sustainable development. While the focus of the Program is on SDG 14, it is closely linked to the other goals that have strong linkages with it such as SDG 13. Under this Program, WIOMSA has been working closely with the Nairobi Convention and national/regional partners to set up a baseline for at least four SDG 14 targets and track progress over time, these are: Marine Pollution, with a focus on marine litter (14.1); Healthy Oceans (14.2); Ocean Acidification (14.3); and MPAs (14.5).

This Phase builds on successes of the previous phases to ensure the best use of the non-partisan, transboundary and knowledge-based niche occupied by WIOMSA which enables the Association to influence national decisions in favour of sustainability and societal benefit. The Program is guided by a number of principles including: more emphasis on the intersection of science and policy and science and actions; promotion of transdisciplinary dialogue and research; and maintaining global and regional relevance. The Program is divided into five components namely: Building a knowledge base; Building capacity for coastal and ocean governance; Knowledge uptake and actions; Influencing policy and practice; and Transforming to a sustainable organization. There is also a cross-cutting component which is comprised of Knowledge Dissemination and Communication; Mainstreaming of Gender; and Data, Information and Knowledge Management and Systems.

In this Phase, WIOMSA is also implementing another five-year project namely, the Cities and Coasts project, whose main goal is to build and strengthen human and institutional capacity in coastal and marine planning for sustainable coastal cities in the WIO region. To realize this important goal, the project aims at mobilizing scientists to collaborate with other key stakeholders in coastal cities such as local authorities, city planners, policymakers from central government, the private sector, civil society and citizens. It also promotes research co-design and the co-production of the knowledge, capacity building, and the production of decision-support tools needed to support the transformation of coastal cities towards sustainability. The project is divided into five components: building a knowledge base; building capacity for coastal and marine planning; knowledge uptake and actions; influencing policy and practice; and establishment of strategic partnerships.

Over the years, the MASMA Program has been able to facilitate, catalyze and lead the implementation of several activities aimed at strengthening research capacity, management capacity, networking and information dissemination in collaboration with partners from within and outside the region. MASMA has developed into a unique and effective ‘regional research council’ mechanism for cooperation and partnership building, knowledge generation, capacity development, and information exchange and dissemination. MASMA has supported over 60 research projects that have been implemented in all ten countries of the region including Somalia, Comoros and Seychelles. The MASMA programs has also promoted institutional collaboration and partnerships between Swedish universities and institutions and those in the WIO region, through collaborative research assistance and capacity building of researchers from both Sweden and the WIO region,

The MASMA Program's performance has been evaluated multiple times over its history and the results have been mostly satisfactory. The Association has achieved substantial progress toward its goal of becoming a major center of marine science activity in the region, according to the 2017 External Evaluation Report. “Over the last 20 years, WIOMSA has become the single most important convening platform for marine science and management in the WIO region. The biennial symposia, which are partly funded by MASMA, are landmark events, primarily for scientists, and secondarily for practitioners and policymakers. Complementary initiatives including training courses, workshops and MASMA research projects offer additional opportunities for interaction and cooperation between different actors in the region.”

Against this background, WIOMSA intends to recruit a team of consultants to carry out an external evaluation of Phase V, as well as an assessment of the long-term support provided to marine science in WIO region and to Swedish universities and institutions to undertake research in the region. Such a comprehensive evaluation would have several benefits including assessing the long-term impacts of Sida’s support at different levels and lessons learned over the years. The outcome of this evaluation will inform both future Sida support to marine science in WIO region and WIOMSA’s future research and management priorities.

## **2. OBJECTIVES**

The objectives of the evaluation are fivefold:

- i) Measure and report on the performance to date of Phase V of the MASMA Program and the Cities and Coasts project in meeting their objectives and milestones. The evaluation is intended to assess the progress, achievements and challenges encountered with reference to the originally stated objectives, and the extent to which the program is fulfilling its mandate and delivery of expected results.
- ii) To review impacts of three decades of Sida support to coastal and marine science in WIO region. Further, the objective will involve reviewing and assessing the reasons behind Sida’s decision to support the development of a regional marine science program in WIO region and how they have evolved over the years.

- iii) To assess the impact of the Sida-supported growth and development of research capacity in the WIO region on Swedish universities and institutions and on north-south collaboration and development co-operation.
- iv) Assess the growth in global prominence of the WIOMSA and the Sida-supported MASMA Programme with regards to scientific and other contributions.
- v) And lastly, based on the evaluation and review provide recommendations to:
  - Ensure that the MASMA Program and the Cities and Coasts project continue to align with Sida's Strategy for Research Cooperation and Research Development Cooperation (2015-2021).
  - Improve program implementation and if necessary, re-orient and change the management and/or implementation approach, currently or in the next phase of the program; and
  - Provide inputs to the preparation of the proposal for possible continued support to WIOMSA from 2023 onwards.

### 3. SCOPE OF WORK

#### 3.1 Evaluation of Phase V of the MASMA Program and the Cities and Coasts project

The evaluation shall focus on the performance of the MASMA Program and the Cities and Coasts project, against their objectives and milestones. It will also include an analysis of challenges encountered (including the effects of the COVID-19 pandemic), how they were addressed, any new ideas and best practices introduced to ensure smooth implementation and should include, but not necessarily be limited to:

- An evaluation of the overall progress and achievements (successes and challenges) of the Program from inception of the current phase in 2018 until the present, in relation to objectives, targeted milestones and implementation plans, and make recommendations for the future
- Assess the progress, achievements, and challenges with reference to the Results Based Framework (RBM) as well as Annual Work Plans and the extent to which the program is fulfilling its mandate and the delivery of expected results.
- The evaluation shall also focus on the context in which WIOMSA has been and is acting; the impact, at different levels, of WIOMSA activities and support to research; and conclusions, recommendations, and an outlook for the future.

### 3.1.1 Framework for Evaluation of Interventions (MASMA Program and Cities and Coasts project)

In line with the theory of change, results framework and implementation plans, the evaluation shall assess the following issues:

#### *a. Relevance*

Evaluate the extent to which designs and interventions of the MASMA Program and the Cities and Coasts project reflect the WIOMSA Strategic Plan (2005-2020) as well as ongoing national, regional, continental, and global strategies and programs in marine science and marine and coastal environmental management (funded by Sida as well as by other donors):

- i) Are these initiatives consistent with strategies, policies and programs on marine science and marine and coastal environmental management both at national and regional levels?
- ii) Are these initiatives aligned with the national, regional and continental development strategies/priorities in the fisheries, coastal and marine environment and maritime subsectors?
- iii) Is there clarity and adequacy of the design of these initiatives with respect to logical consistency of inputs, activities and progress towards achievement?
- iv) Has the MASMA Program followed the recommendations that were put forward in the external review of 2017?
- v) Appropriateness of the indicators for monitoring the performance of the program and the extent to which they are being used by the project management to track progress.

#### *b. Effectiveness*

Assess the extent to which the initiatives have achieved their goals and objectives in this phase. The assessment will be guided by these questions:

- i) To what extent have both initiatives contributed to research, capacity building, cross-country collaboration, institutional development, innovations, policy and decision-making in the region?
- ii) To what extent are the identified or anticipated outcomes the results of these initiatives rather than external factors?
- iii) What are the reasons for the achievement or non-achievement of outputs or anticipated outcomes?
- iv) Was the RBM framework and the Annual Work Plans effective in directing the implementation of the initiatives, or what could have been done to make implementation more effective?
- v) Did the initiative add value to partners and/or countries?
- vi) How has COVID-19 impacted the implementation and effectiveness of the initiatives? To what extent and how has the program and its grantees adapted to the COVID-19 pandemic?

### *c. Efficiency*

Assessment of the extent of output delivery in relation to inputs including assessment of expenditures vis-à-vis activities. The following questions will guide the assessment:

- i) Have these initiatives been managed with reasonable regard for efficiency? Have the WIOMSA procedures and Sida's guidelines for project management helped the implementation of the initiatives? Was technical backstopping ensured in a timely and effective manner?
- ii) What measures have been taken during the planning and implementation phase to ensure that resources were efficiently used?
- iii) Were the initiatives' outputs delivered as agreed? Could the same outputs have been achieved by other means at a lower cost in the same or shorter time?
- iv) Are the original designs of the project still valid in relation to the approved financial resources?
- v) Have management arrangements as well as monitoring and backstopping support to the research project teams by WIOMSA been adequate?

### *d. Sustainability*

Assessment of the long-term continuation of initiatives' activities and benefits. The following questions will guide the assessment:

- i) To what extent is the sustainability of the initiatives being addressed?
- ii) What is the extent of ownership of the initiatives among participating academic institutions, stakeholders and beneficiaries?
- iii) Are the initiatives sharing experiences with other similar intervention – at national, regional and/or international level?
- iv) Are the partnerships formed sustainable beyond the lifespan of the initiatives?

## **3.2 Review of Sida's support to marine science in the WIO region from 1992 to 2021**

### ***3.2.1 The focus of the review***

The review will highlight how the original Regional Marine Science Program was developed and changed throughout the years and evolved into the MASMA program and present the impacts of three decades of Sweden's support to marine science in the WIO region. The review will focus on the following aspects of Sweden's support:

- i) Discussion of the ideas on support to marine science research and policy development in the WIO region and the Sida support to Swedish universities and institutions and on north-south collaboration on research and capacity building in the late 1980s
- ii) The decision to support the establishment of WIOMSA

- iii) Objectives and the theory of change, as expressed in documents and application to Sida to support the Regional Marine Science Program including WIOMSA and the MASMA Program
- iv) Progress and challenges, as expressed in reporting the implementation of the Regional Marine Science Program and the MASMA Program
- v) Assessments from Sida, as expressed in memos for continued support to the MASMA program
- vi) Review of the evaluation documents, especially the mid-term review and external evaluations.
- vii) The what extent is the Sida-supported regional growth and development in coastal and ocean sciences “exporting” data, information, and knowledge to contribute to the global state of knowledge and contributions to, amongst others, the UN SDGs, and Ocean Decade?

### ***3.2.2 Assessment of the impact of three decades of Sweden’s support***

This component will review the impacts and lessons learned from 30 years of Sweden’s support to marine science in the WIO region through the Regional Marine Science Program and the MASMA Program. The following questions will guide this component:

- i) What are the impacts on research training, institutional and individual research capacity, policy/decision-making and management, communication and partnerships, etc. in the WIO region?
- ii) What is the impact of Sida support to Swedish universities and institutions and on north-south collaboration on research and capacity building and lessons learnt?
- iii) To what extent has the program succeeded in applying key concepts such as interdisciplinarity, regional collaboration, the integration of cross-cutting themes such as gender, and adaptive management?
- iv) What is the perception among the beneficiaries and other stakeholders of the progress in regional development made by the Regional Marine Science Program and now being made through the MASMA Program and how they have benefited and continue to benefit from the Program?
- v) To what extent has the MASMA Program contributed to the strengthening research capacity of research and academic institutions and management institutions as well?
- vi) How has the Sida supported programs contributed to and engaged with regional processes (e.g., the Nairobi Convention).
- vii) How has the Sida support shaped WIOMSA as an institution? How has WIOMSA grown and adapted to emerging issues such as climate change and COVID-19?

### **3.3 Future scenarios for MASMA Program Phase VI**

Taking into consideration this evaluation (results, conclusions, lessons learnt, etc.), and the competences of WIOMSA, as well as priorities identified in documents such as strategies, policies, and plans (of Sida, WIOMSA, national, regional, global, etc.), the context - "relevance" (what is seen as "relevant" in these documents?), and "gaps" - knowledge, policy,

etc. (what are the gaps to be filled?) and priorities of other donors, the evaluation should propose different options/scenarios for continued Sida support to WIOMSA.

In recommending options/scenarios for future support, the new "Sida Research Strategy" should provide guidance particularly on the importance of prioritizing innovation, involvement of the private sector, and synergies with other research activities at the national, regional and global level, as well as bilateral programmes between Sida and countries such as Tanzania and/or Mozambique.

Specifically, the evaluation should explore and propose possible continued Sida support to WIOMSA under different scenarios. These scenarios should respond to questions such as how WIOMSA could move its focus from research for management to more effectively contribute to the research-to-policy interface; how to enhance the use of research results for technology development and adaptation; should WIOMSA focus on a few topics that are likely to generate high impacts and visibility; how to ensure WIOMSA has a sustainable financial future, and what mechanisms would be most effective in achieving this (competitive research grants or participatory research or specially-designed courses, etc.). From the scenario analysis, the evaluation should provide some advice on the level of continued support and activities that could result in maximum impacts.

Other issues to explore may include:

- i) Whether support should be to fewer, larger and a limited number of research projects.
- ii) What would support to female researchers entail, would the focus be on scholarship, fellowships, secondments, networks, etc.?
- iii) What would be the thematic direction of the support?
- iv) What would be the priorities for program monitoring and evaluation, communication and dissemination of results and learning?
- v) How would long-term financial sustainability be guaranteed? What would be needed to bring new donors on board?
- vi) How is the funding landscape in the region is changing over time? How can Sida support be better utilized to support key gaps in the changing landscape?

## **4. METHODOLOGY AND TIME FRAME**

### ***4.1 Methodology***

The task shall be carried out as a combination of desk reviews, interviews, and online meetings. The desk reviews will involve studies of program-relevant documents including contracts, technical reports, web-based information, newsletters, etc. These documents will be handed over to a team of consultants at the beginning of the assignment. Interviews will be carried out with relevant Sida personnel, selected Swedish experts from universities/institutions, the WIOMSA Secretariat, members of the WIOMSA Board and MASMA Program Committee, selected grantees (past and present) and other key partners and stakeholders. The consultants will participate in WIOMSA-organized online meetings such as the MASMA Grantees Meeting and meetings of the WIOMSA Board and the MASMA Programme Committee.

Researchers in projects and key partners such as the Nairobi Convention Secretariat, IOC of UNESCO, FAO, and others should be given opportunities to contribute to the evaluation through interviews and meetings.

The WIOMSA Secretariat will assist in arranging meetings and make all necessary preparations. The consultants will be granted access to all relevant documents and records from Sida, WIOMSA and implementing partners. The consultants will study any relevant background material and make a record of all data used in the review. The review will seek inputs from other key stakeholders including donors and regional organizations and partners.

#### 4.2 Timeframe

<b>Starting Date:</b> (date when the selected team is expected to start)	01-Dec-2021
<b>Expected Duration of Assignment:</b> (Oral briefing will be done and a final report incorporating review comments will be delivered by 11 February 2022)	Up to 55 working days (01 December 2021 – 25th February 2022)

WIOMSA/Sida and the consultants will meet for an initial/inception briefing after the contract is awarded and before the assignment begins. Furthermore, once the consultants have completed the interviews/meetings and before beginning report writing, a consultative meeting with WIOMSA will be held. Also, the consultants will deliver an oral presentation of the final report to Sida and WIOMSA.

## 5. REPORTING REQUIREMENTS

Consultants will produce three main outputs:

- i) Inception Report: containing confirmation of the results framework and Theory of Change of the initiatives, description of the approach/methodologies/tools to be used and a tentative evaluation schedule.
- ii) A draft report outlining the detailed results of the review shall be prepared and submitted to WIOMSA and Sida by the consultants by the specified date. The draft report shall, in addition to a detailed account of what has been accomplished, elaborate on lessons learnt, conclusions and recommendations. Comments on the draft report will be provided by WIOMSA and Sida within three weeks after receiving the draft report.
- iii) The final report will be submitted in soft copy and should not exceed 50 pages excluding annexes. The final report must include: an Executive Summary that can act as a stand-alone document, detailed analysis of the evaluation/review findings organised by review criteria and supported with evidence; lessons learned and recommendations.

## 6. QUALIFICATIONS AND EXPERIENCE

The assignment shall be carried out by a team of at least three professional consultants with different experiences and expertise in marine sciences, monitoring and evaluation, science to policy/practice processes and sustainability of NGOs. The consultants must have the following:

### Experience of the team:

- Demonstrable extensive project/programme monitoring and evaluation experience, where experience in evaluation of research and capacity building projects and programmes to address development challenges in marine and coastal environment is an asset.
- Knowledge and professional experience in the evaluation of marine and coastal research, development policy and practice
- Strong knowledge of regional approaches/frameworks, such as the Nairobi Convention, and the global agenda for sustainable development, including the SDGs.
- Knowledge of the operations of non-governmental organizations and how to build a foundation for their financial sustainability
- Understanding of Sida's Regional Research Cooperation funding and support policy. Knowledge of other donors' policies will be an added advantage.
- Proven ability to assess a complex network of partners and processes and analyse diverse sources of information, synthesize it, and produce a concise and articulate report with practical recommendations.
- Working experience in monitoring and evaluation of programs/projects in Africa and particularly the Western Indian Ocean region is an added advantage.
- Demonstrated ability to work within strict deadlines.
- Proven analytical skills and ability to conceptualize and write concisely and clearly.
- Since some of the documents and interviews will be in Swedish, having a Swedish-speaking team member will be an advantage

### Language Requirements:

- Fluency in English is required.
- Knowledge of French, Portuguese and/or Swedish will be an asset.

#### *6.1 Criteria for selection of the consultants*

The selection criteria are based on a combined scoring method, where the qualification, competence and track record will be weighted at a maximum of 40%, consultant's approach and methods at a maximum of 30% and the price offered at a maximum of 30%.