



PROJECT TITLE: OMO DELTA PROJECT: EXPANDING THE RANGELANDS TO ACHIEVE GROWTH AND TRANSFORMATION

TERMS OF REFERENCE OF FINAL EVALUATION

PROJECT DURATION: 1ST JANUARY 2018 TO 28TH OCTOBER 2021

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1.1 Background

Vétérinaires Sans Frontières Germany (VSF Germany) is an International Non-Governmental Organization (INGO), providing humanitarian aid and development assistance to pastoralists and vulnerable communities in areas where livestock is of importance. VSFG supports animal health, livestock related agriculture, marketing, food safety, drought responses and mitigation, capacity development of communities and governmental institutions, peace and conflict resolution with the ultimate aim of improving food security and strengthening livelihoods and resilience of pastoralist communities. VSFG currently implements activities in Ethiopia, Kenya, Uganda, Somalia, Sudan and South Sudan with country programs coordinated from the Regional Office Nairobi.

1.1.1 Overview of the Intervention to be evaluated - Omo Delta Project

VSF Germany leads a consortium that includes Mercy Corps, Vita/RTI, CIFA, EPARDA and TUPADO in the implementation of **Omo Delta Project: Expanding the Rangeland to achieve Growth & Transformation**. The project covers the cross-border areas of the Horn of Africa Region: *The Southwest Ethiopia (South Omo and West Omo) and Northwest Kenya border (Turkana and Marsabit)*; and runs for 46 months (January 2018 – October 2021). The Action is funded by the European Union Emergency Trust Fund to address in stability and root causes/ drivers to poverty irregular migration and displacements in Africa at a budget of Euros 12,631,579.

The project seeks to promote economic and private sector development, and greater resilience, particularly among vulnerable groups (e.g. youth, women, displaced people) i.e. cross border and inter-ethnic group collaboration in resilience through diversification of income sources, creating greater economic opportunities and sharing natural resources (pastures or water; grazing land and cropping land) for mutual benefits. The concept of *expanding rangelands* is applied to realise expansion of the rangeland/ economic diversity and social connectedness by providing economic opportunities for individuals and their community as well as a means to mitigate and manage risk to make substantive and sustained socio-economic transition/changes that can help the target populations contribute to achieve the national growth and transformation.

Overall objective (O.O 1): To increase income of 45,000 HHs (270,000 persons) by Euros 600 by the end of the Project.

- **Specific Objective 1:** - To promote economic and private sector development, and greater resilience, particularly among vulnerable groups (e.g. youth, women, displaced people). The second overall objective under the integrated emergency interventions is to cushion the impact of multiphase crisis (Covid-19 pandemic, cholera, locust invasion and floods) and shocks on lives and livelihood resilience of 32,005 communities targeted under the ongoing Omo Delta Project.
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- **Specific objective 2:** To strengthen coping capacity and resilience of 32,005 among the original Omo Delta Project beneficiaries against negative effects of multi-phased crises (Covid-19 pandemic, cholera disease outbreak, locust invasion and floods).

. The actions goals, outcomes/ outputs are as below.

Outcome/Result 1: Increased **wealth** of **young** people in particular and especially **young women with a target 10578hh** through providing technical and business skills to young men and women to boost their employment and entrepreneurship capacities and also enhancing access to business incubatory service with particular focus to youth and women groups.

- **Output1.1 support technical and Business skill for young Men and Women to boost their employment and entrepreneurship capacity enhanced** through livelihood baseline and value chain system, TVET/technical and entrepreneurship capacity enhancement, support to trans boundary markets and linkages to formal cross border trade and support to sustainable and diversified livelihood, employment and economic opportunities in cross-border areas
- **Output 1.2: Access to Business Incubatory services with particular focus to youth and women groups** who have been linked the to financial schemes/ financial services institutions and business incubatory services (financial and entrepreneurship skills, mentorship and technical assistance) in order to enable them start new or expand existing business for increased income.

Outcome 2: Accelerated trade and collaboration nationally through support to public and private institution to improve access to animal health services delivery in cross border areas and enhance commercial orientation of productive sector in cross border areas for local and export markets with aim of reaching 27,568 households.

- **Output 2.1: Support Public and Private institution to improve access to animal health service delivery in cross-border areas.** The project supported training of government veterinary experts on participatory epidemiology, Community Animal Health Worker/ Community Disease reporters on disease surveillance and reporting, syndromic disease identification, livestock owners extension training on animal husbandry, establishment of livestock disease information surveillance system and networks along the cross border areas, animal health service providers stakeholder coordination nationally and cross border areas, and support development of strategic animal health infrastructures (Animal health posts and private veterinary pharmacies and drugs revolving kits)
- **Output 2.2: Technical Support enhanced commercial orientation of the productive sector in cross-border areas for local and export Market.** The project achieved this through various interventions e.g capacity building of agro-pastoralists engaged in agriculture, livestock cross breed improvements, fisheries sectors on improved practices and techniques, provision of inputs and value chain system strengthening for improved production and productivity, governance and linkage to market/financial services. Training on climate smart agriculture (irrigation and shade nets) cross breeding (camel, cattle and shoats) and animal husbandry, fish production, management and utilization quality, hygiene and safety practices, f

Outcome 3: Increased stability through linkages to legal, policy and social protection mechanisms that promote growth and protect gains to 6,854 households through support to integrated and sustainable Natural resource management and development of strategic water points shared along the cross border areas.

- **Output 3.1:** Support to integrated and sustainable Natural Resources Management through strengthening customary institutions and systems, support environmental management committee to implement rule and regulation on control of Acacia Senegal, Rehabilitation of rangeland Management by alternative utilization of invasive species and grass reseeding in deferred grazing land and strengthen cross border natural resource management
- **Output 3.2** Support to development of Strategic water points shared by cross-border communities through drilling of strategic deep boreholes, rehabilitation/construction of dams and ponds that support long term supply of water along the cross border areas, improve local water management utilization
- **Output 3.3 Establishment of crisis modifier mechanism for establishment of rapid onset calamity.** The Crisis modifier mechanism was activated to respond to adverse disaster in COVID 19, Cholera and desert locust with aim of reducing risk exposure and cushion communities in Omo Delta from multiphase crisis (Covid-19 pandemic, cholera, locust invasion and floods) and shocks on lives and livelihood resilience.

Crisis Modifier Emergency Response intervention implemented August 2020 – April 2021

The Omo Delta Project, livelihood resilience action set aside crisis fund budget embedded in the project design to facilitate activation an emergency response intervention to any rapid onset of common disasters hazards in project locations which may affect beneficiaries lives and livelihoods. This included capacity building of communities to respond timely through across border approach, that may action involves strengthening coping capacity and resilience against negative effects of multi-phased crises (Covid-19 pandemic, cholera disease outbreak, locust invasion and floods) through access to accurate information, distribution of hygiene kits and personal protective equipment and safeguard livelihoods in cross border areas. The following results were achieved under Crisis Modifier;

Overall Objective (O.O 2): To reduce risk exposure and cushion communities in Omo Delta from multiphase crisis (Covid-19 pandemic, cholera, locust invasion and floods) and shocks on lives and livelihood resilience.

Specific objective (S. O2): To strengthen coping capacity and resilience against negative effects of multi-phased crises (Covid-19 pandemic, cholera disease outbreak, locust invasion and floods) through access to accurate information, distribution of hygiene kits and personal protective equipment and safeguard livelihoods in cross border areas.

Result 4: Strengthened awareness of Covid-19 pandemic and cholera disease outbreak, and better hygiene practices reduce infections and manage fatalities.

- **Output 4.1:** At least 6,750 persons were reached with accurate information on Covid-19 pandemic and cholera disease (infection prevention and control measures and hygiene and sanitation practices) through awareness creation, on Covid-19, Desert Locust and Cholera using hygiene and sanitation promotion initiatives among groups and community members

- **Output 4.2:** Human, Animal Health workers and key stakeholders supported in their efforts to contain contagious diseases (Covid-19 pandemic and cholera disease) through training on hygiene and sanitation and mass awareness campaign through radio programme and public address transmission.

Result 5: Increased access to appropriate hygiene facilities and protective equipment by communities and government institutions for prevention and control of Covid-19 pandemic and cholera outbreak.

- **Output 5.1:** Availability and access to appropriate hygiene kits and Personal Protection Equipment to promote personal hygiene practices at household level and strategic public institutions. The actions involve procurement and installation of hygiene distribution equipment, distribution of personal protective equipment and extension service for health service provider. The action also supported local government institutions to facilitate responses and coordination of mitigation and management of Covid-19 pandemic, cholera outbreak and desert locust invasion

Result 6: Improved financial, food security and wellbeing of VSLA groups and vulnerable households. The project achieved through Provision of unconditional cash transfers to vulnerable households to access essential food commodities to 3154 households.

- **Output 6.1:** Vulnerable households under lockdown measures to get access to predictable basic food and non-food services e.g. food, water trucking services, emergency transport fuel and detergents.

Result 7: Reduced damage on the livelihoods by Desert Locust invasion and floods in ODP locations.

Output 4.1: Curbed spread of desert locust and protection of livelihoods in targeted Woreda in South Omo Zone.

Expected Results, and indicators

Overall and Specific Objectives	Indicators
Overall Objective 1: To Increase the income of 45,000 Households by Euro 600 by the end of the project and to reduce risk exposure.	<ul style="list-style-type: none"> - number of households with increased income (>600EUR by the end of the project) - percent reduction in displacement and irregular migration by end of the project
Specific Objective 1: To promote economic and private sector development, and greater resilience, particularly among vulnerable groups (e.g. youth, women, displaced people).	<ul style="list-style-type: none"> - S.O.1.1 Percentage of population with increased disposable income expanding their options towards diverse social and economic roles per year disaggregated by types of sources of incomes, gender and age (women and youth); - S.O.1. 2 Number of youth and women taking leadership roles in their income generating groups - S.O 2.3 - Project beneficiaries report an improved sense of food security and wellbeing at the end of the project, disaggregated by age and gender. - S.O 2.4 Copping capacities of registered beneficiaries improved as a result of applying the skills and inputs acquired to protect and rehabilitate livestock based assets. -
Specific objective 2: To strengthen coping capacity and resilience of 32,005 among the original Omo Delta Project beneficiaries against negative effects of multi-phased crises (Covid-19 pandemic, cholera disease outbreak, locust invasion and floods)	<ul style="list-style-type: none"> - # Of target population aware of Covid19 pandemic, cholera disease outbreak and are applying hygiene practices to reduce infection and manage fatalities - Target communities have access to facilities and equipment that support prevention and management of Covid-19 cases
Results	Indicators
Result 1: Increased wealth locally for youth and women in particular.	% increase in number (#) of employment/job opportunities created per year disaggregated by gender and age.

Result 2: Accelerated cross-border and national trade and collaboration.	Increase in trade volumes (MT) in areas where peace building and stability initiatives have been implemented disaggregated between “cross-border trade” and “local trade
Result 3: Increased stability to promote growth and protect gains	Increase in produce (MT/L) from productive sectors (farm produce in MT/meat/MT and fish/MT) in areas where peace building and stability initiatives have been implemented”.
Result 4: Strengthened awareness of Covid-19 pandemic and cholera disease outbreak, and better hygiene practices reduce infections and manage fatalities.	# Of target population aware of Covid19 pandemic, cholera disease outbreak and are applying hygiene practices to reduce infection and manage fatalities.
Result 5: Increased access to appropriate hygiene facilities and protective equipment by communities and government institutions for prevention and control of Covid-19 pandemic and cholera outbreak.	Target communities have access to facilities and equipment that support prevention and management of Covid-19 cases.
Result 6: Improved financial and food security and wellbeing of VSLA groups and vulnerable households	Project beneficiaries report an improved sense of food security and wellbeing at the end of the project, disaggregated by age and gender
Result 7: Reduced invasion and damage on the livelihoods by Desert Locust invasion in ODP locations.	Copping capacities of registered beneficiaries improved as a result of applying the skills and inputs acquired to protect and rehabilitate livestock based assets.

1.3 Stakeholder of the intervention

The key stakeholders for the intervention who are involved in the project implementation cycle were identified at the inception period of the project to ensure proper participation and involvement.

National government, counties/ Woreda government are involves in all the project implementation strategies because the project contributes to government frameworks, programming objectives and strategies and policies. The project has four component sectors Business and Trade (Technology and cash transfer), Agriculture and Horticulture, Animal health, Health, Fisheries and Natural Resource Management and Water which all the line ministries of both Kenya and Ethiopia coordinated and promote synergies with other partners implementing in the project operation areas for cross learning and also to avoid duplication of funds.

The study will also target the key stakeholder and focal person at different project management Structures (PMU, CCU, SC and TWG). Project coordination meeting within the consortium and between consortium to discuss on approaches and collaborate for cost effectiveness, Oversight and direction for the achievement of the project objective. Other stakeholders to be considered for their attribution to the project success include: EUTF inter-cluster and other coordination partners and synergies.

The project has also engaged and supported local institution strengthening like Omo Micro-finance, KCB Bank, TVETs, Gum Arabic trades, Ward Adaptation committees, PVP, PTC- Pastoral Training Centres E.T.C. beneficiaries of this action are also actively participating in implementation and management of their own development through their special purpose groups such as VICOBA/VSLA, EMCs, NRM/WUA, CDR, CAHWs, Cooperatives, farming groups, business groups/enterprises and BMUs.

1.4 Other Available Information

List of other important documents like baseline survey, feasibility studies, minutes of coordination meetings, activity reports, consultancy reports/ manuals, human interest stories. sector specific study documents and mid-term evaluation report that are relevant for consultant undertaking evaluation. Specifically based on the partners' evaluation of implementation progress challenges, dynamics and findings of the mid-term review, the intervention requested for a No cost extension for additional period of six months.

Omo Delta project implementation focus on the following: -

- **Employment, Business and Trade** connecting the project area with the national economic and social growth in Kenya and Ethiopia and breathe new life into rural production in collaboration with relevant government and private sector stakeholders.
- An **enabling environment** - the policy, legal and security issues – that can ensure this economic growth can occur with protection against the inevitable periods of hardship.
- Addressing **Conflict and instability, migration and displacement**: at intra-state and inter-state levels.
- **Cross-border nature of activities and addressing cross-border dynamics and threats** in order to reduce risks and mitigate their consequences in consultation with LOT 1 and 3.
- **Private Sector**: prioritised to connect the supply and demand chains, value chain system, technology innovation integration and grow businesses to facilitate and increase income activities as a result of cross border trade.
- **Promotion of gender equality and equal opportunities**: Particularly to improve women, youths and special need group participation in the labour market and gender mainstreaming is an integral part of the Project cycle (design, planning, implementation, monitoring, impact assessment and evaluation processes).
- **Youth**: Business development and employment activities selected specifically to ensure the Project is relevant to the changing aspirations of rural youth in the Project areas.
- **Mainstreaming environmental sustainability issues**: The development of workable and sustainable community NRM plans, climate change adaptation, community by-laws, resource sharing and conservation agreements.
- **Conflict**: DO NO HARM approach and conflict sensitive lens was used across all activities to open up potential economic or trade activities that are beneficial.
- **Economic sustainability**: The Project builds on market systems that were already in existence and seeks to enhance them.
- **Humanitarian and development nexus**: Each Activity is risk informed. Livelihood resilience activities were complemented by peace building interventions. Activities were coordinated to maximise their complementarity to growth as well as to manage periods of stress or crisis.

1.5 Contribution to Sustainable Development Goals

The European Union is committed to the achievement of the Agenda 2030 for Sustainable Development adopted by the UN in September 2015; as a consequence, all interventions co-financed by the European Union should reinforce and make explicit their contributions to the implementation of the Sustainable Development Goals (SDG), the core of Agenda 2030.

The intervention to be evaluated is expected to contribute to the following SDG

Goal 1	No poverty	
Goal 2	Zero hunger	
Goal 3	Good health and well-being	
Goal 5	Gender equality	
Goal 6	Clean water and sanitation	
Goal 7	Affordable and clean energy	
Goal 8	Decent work and economic growth	
Goal 10	Reduce inequalities	
Goal 13	Climate	
Goal 16	Peace, justice and strong institutions	
Goal 17	Partnership for the goals	

The project contribution to the achievement of the host countries development agendas, (vision 2030 for Kenya and Growth and Transformation Plan to achieve middle income.

1.6 DESCRIPTION OF THE ASSIGNMENT

Type of Evaluation	Final Evaluation of the intervention
Coverage	The intervention covers resilience building and emergency response interventions. The Evaluation will cover the following sectors; business skill management and trade, cross border trade, animal health and fisheries, climate smart agriculture and horticulture, crossbreeding and animal husbandry, Natural Resource Management, Rangeland Management, water infrastructures, WASH through hygiene and sanitation, COVID 19 response through mass awareness and creation on prevention and control.
Geographical scope	Southwest Ethiopia and Northwest Kenya, covering South Omo Zone (Hammer, Dassanach and Nyangatom Woredas) and parts of West Omo Zone (Surma and Maji-Woreda) in Ethiopia, and parts of Turkana (Turkana central sub county (Kangatotha and Kalokol wards along Lake Turkana), Turkana North Sub-county, Kibish Sub-county), and Marsabit Counties (North Horr Sub-county (North Horr, Dukana and Illeret wards) and Laisamis sub-county (Loiyangalani ward) in Kenya
Period to be Evaluated	1 st January 2018 to 28 TH October 2021 which is similar to the entire period of the intervention

1.6. Objective of the Final Project Evaluation

Systematic and timely evaluation of the programmes and activities is an established priority¹ of the European Commission². The focus of evaluations is on the assessment of achievements, the **quality** and the **results**³ of an intervention in the context of an evolving cooperation policy with an increasing emphasis on **result-oriented approaches and the contribution towards the implementation of the SDG**.⁴

From this perspective, evaluations should **look for evidence of why, whether or how these results are linked to the EU intervention** and seek to **identify the factors driving or hindering progress**.

Final project evaluation of the Omo Delta Project with particular attention to effectiveness, efficiency, relevance and sustainability; paying close attention to the appropriateness of all processes and approaches utilized in project delivery covering January 2018 to 28th October 2021. Evaluations will provide an understanding of the **cause and effect links** between: inputs and activities, outputs, outcomes and impacts. Evaluations will serve as accountability, decision making, and learning and management purposes.

In particular, this evaluation will serve to *understand the performance of the intervention, its enabling factors and those hampering a proper delivery of results as to inform the planning of the future similar interventions*

1.7 Evaluation Criteria and issue to be addressed

The evaluation will assess the intervention by using the five standard OECD/DAC evaluation criteria, namely: relevance, effectiveness, efficiency, sustainability and early signs of impact. In addition, the evaluation will assess two EU specific evaluation criteria:

¹ COM(2013) 686 final "Strengthening the foundations of Smart Regulation – improving evaluation" - http://ec.europa.eu/smart-regulation/docs/com_2013_686_en.pdf; EU Financial regulation (art 27); Regulation (EC) No 1905/2000; Regulation (EC) No 1889/2006; Regulation (EC) No 1638/2006; Regulation (EC) No 1717/2006; Council Regulation (EC) No 215/2008

² SEC (2007)213 "Responding to Strategic Needs: Reinforcing the use of evaluation", http://ec.europa.eu/smart-regulation/evaluation/docs/eval_comm_sec_2007_213_en.pdf; SWD (2015)111 "Better Regulation Guidelines", http://ec.europa.eu/smart-regulation/guidelines/docs/swd_br_guidelines_en.pdf; COM(2017) 651 final 'Completing the Better Regulation Agenda: Better solutions for better results', https://ec.europa.eu/info/sites/info/files/completing-the-better-regulation-agenda-better-solutions-for-better-results_en.pdf

³ Reference is made to the entire results chain, covering outputs, outcomes and impacts. Cfr. Regulation (EU) No 236/2014 "Laying down common rules and procedures for the implementation of the Union's instruments for financing external " - https://ec.europa.eu/neighbourhood-enlargement/sites/near/files/pdf/financial_assistance/ipa/2014/236-2014_cir.pdf.

⁴ The New European Consensus on Development 'Our World, Our Dignity, Our Future', Official Journal 30th of June 2017. <http://eur-lex.europa.eu/legal-content/EN/TXT/?uri=OJ:C:2017:210:TOC>

- The EU added value (the extent to which the intervention brings additional benefits to what would have resulted from Member States' interventions only);
- The coherence of the intervention itself, with the EU strategy in resilience building program in Ethiopia, Kenya and other EU policies and Member State.

The evaluation team must consider to what extent and how **gender, cross-border coordination, environment and climate change were mainstreamed and addressed by the intervention and the results of this**. It shall further consider whether the relevant SDGs and their inter-linkages were identified; the principle of Leave No-one Behind and the rights-based approach methodology was followed in the identification/formulation documents and the extent to which they have been reflected in the implementation of the action, its governance and monitoring.

Once agreed through the approval of the Inception Note/report, the Evaluation Questions will become contractually binding. The purpose of the final Project evaluation is to assess the achievements against the project objectives and indicators, synthesis the project results key, and activities implementation frameworks.

- To assess the project degree of success against the internationally acceptable criteria for Evaluation (relevance, effectiveness, impact, efficiency and sustainability)
- Asses and quantify the project's contributions towards the achievement of relevant efforts of the host Governments in Kenya and Ethiopia.
- Asses to what extent the cross cutting issues integrated gender equality, environmental issues and specific hazards
- Identify and draw best practices and lessons that could be replicated, scaled up or inform future programming decisions. Specifically, the final project evaluation is intended to provide the project management team with a basis for identifying appropriate actions and responses to: (a) How the project **addressed particular issues, lessons learned or problems in design, implementation and management**, and (b) **reinforce initiatives that demonstrate the potential for success (Good practice, human interest stories and case study etc)**

The evaluation exercise is intended to be inclusive, participatory and engaging multiple stakeholders. The evaluator shall use both quantitative and qualitative research methods to answer both the outcome indicators and evaluation questions. The quantitative method will employ a cluster cross-sectional community based household survey to answer the outcome indicators while the qualitative method will employ a rigorous community consultation through Focus Group Discussion, Key Informant Interviews, In-depth Individual Interviews, and facility assessment guides to answer the evaluation questions that will be set based on the indicative issues and evaluation matrix.

1.7.1 Overall and Specific Review Questions

1.7.2 Overall Review Questions

The final project evaluation will be expected to focus on project's relevance, effectiveness, value addition sustainability, collaboration, and strategic partnerships but not limited the following key areas in project implementation: The study will be expected to answer the following key questions:

Key Areas	Focus	Review questions
Relevance:	i.	Assess the extent to which the overall objective, specific objectives and the design of the Omo Delta Project responds to the EUTF programme goals/objectives and address the needs of the targeted beneficiaries.
Effectiveness	ii.	Assess the degree to which objectives are achieved and the extent to which targeted beneficiaries problems are solved
Progress:	iii.	Asses the current project achievements status against the expected target (e.g. Log-frame).
Efficiency:	iv.	Asses the project management resources, timeliness of the project in delivering the project and how the resources benefit the target beneficiaries.
Quality	v.	Asses the quality of the project interventions (e.g. approaches, methodologies, input qualities etc).
Value addition	vi.	Assess the extent to which the project add value compared to other interventions in the areas (EU funded projects, other NGOs and governments)

Sustainability:	vii. Asses the level of the beneficiaries to sustain the outputs and benefits of the interventions (e.g. beneficiaries and key stakeholder’s participation levels, cost sharing, local capacities, management etc)?
Collaboration internally and externally	viii. Assess the extent the project facilitate coherency, consistency and complementarily and synergy both internally and between its objectives and programming results and EU funded partners. ix. Asses the strengths and areas that need improvements: Strengths - Level of complementarily and synergies through joint planning and implementation, sequencing of activities etc. What are the gaps – challenges, limitations, risks or missed opportunities
Government Partnerships	x. Asses the level at which the program is engaging with or involved with government in the process towards achieving project objectives and goals, and relevant government staffs awareness and of the project
	xi.

1.8 Phase of the Evaluation and required Outputs

The consultant will be required to design and demonstrate proper grasp of a methodology that ensures that the perspectives of Project beneficiaries, Omo Delta Project Implementing Partners implementing team, key stakeholders (EUTF partners, EU funded Partners, other agencies) are adequately captured. The methodology should also articulate adequate understanding and appreciation by the consultant of the project context that is volatile in-terms of insecurity; and with strong traditions and cultural practices; including dynamic political and socio-economic trans-boundary contexts. Therefore, the consultant must illustrate how s/he will integrate participatory approaches and methodologies that are gender sensitive, culturally tenable and conflict sensitive. The consultant will also be expected to clearly outline the step by step process for carrying out the Final Evaluation exercise.

The evaluation process will be carried out in three phases:

- Inception
- Field
- Synthesis

The following table presents an overview of the key activities to be conducted within each of these phases and lists the outputs to be produced by the team as well as the key meetings with Contracting Authority (VSFG lead consortium- VSFG, Mercy Corp Kenya/ Ethiopia, Vita/RTI, TUPADO, CIFA and EParDA)

Phases of the evaluation	Key activities	Outputs and meetings
<u>Inception Phase</u>	<ul style="list-style-type: none"> • Initial document/data collection • Document analysis • Inception interviews required • Stakeholder analysis • Reconstruction (or as necessary, construction) of the Intervention Logic, and / or description of the Theory of Change (based upon available documentation and interviews) • Methodological design of the evaluation (Evaluation Questions with judgement criteria, indicators and methods of data collection and analysis), evaluation matrix and study protocol. • Planning of the Field phase(logistics and Technical) 	<ul style="list-style-type: none"> • Kick-off meeting with a representative of VSFG led consortium Partners. The meeting will be held at VSFG Office by maintaining COVID-19 prevention protocols or via remote conference that will be arranged by VSFG. • Brief meeting with implementing partners • Inception report • Slide presentation of the Inception report

Phases of the evaluation	Key activities	Outputs and meetings
<u>Field Phase</u>	<ul style="list-style-type: none"> Gathering of primary evidence with the use of most appropriate techniques like key informant interviews, Focus Group Discussions, Storytelling sessions, Surveys, etc 	<ul style="list-style-type: none"> Slide Presentation of key findings of the field phase. The presentation is a key support to the debriefing sessions to be conducted at the end of the Field Mission. Debriefing with key zonal and Woreda / County level key stakeholders at field and a representative of VSFG led consortium at country office level that will be arranged by VSFG using a face-to-face arrangement keeping all the required COVID-19 prevention protocols or via remote conference as appropriate.
<u>Synthesis phase</u>	<ul style="list-style-type: none"> Final analysis of findings Reporting 	<ul style="list-style-type: none"> Draft Final Report and feedback Final Report incorporating feedback and comments Slide presentation of the final report to representatives of VSFG led consortium at VSFG office/selected venue using a face-to-face arrangement keeping all the required COVID-19 prevention protocols or via remote conference as appropriate.

1.8.1 Inception Phase

This phase aims at structuring the evaluation and clarifying the key issues to be addressed. It will start with review of relevant documents, to be conducted by the evaluators from home. In order to arrive at a clear and shared understanding of the scope of the evaluation, its limitations and feasibility meeting will be organized between VSFG led consortium member organizations and the evaluators using a face-to-face/ Virtual arrangement where applicable at VSFG office or via teleconference as appropriate. The meeting will also serve to clarify expectations regarding evaluation outputs, the methodology to be used and, where necessary, to pass on additional or latest relevant information.

Based on the Intervention Logic and/or the Theory of Change the evaluators will finalise i) the Evaluation Questions with the definition of judgement criteria and indicators, the selection of data collection tools and sources, ii) the evaluation methodology, and iii) the planning of the following phases. The methodological design of the evaluation will be summarised into an **evaluation matrix** (it is a table with one row for each evaluation question and columns that address evaluation design issues, such as judgement criteria, indicators, stakeholders, data collection methods, data sources, etc. **The Matrix links each Evaluation Question to the means for answering that question and its indicators**).

The limitations faced or to be faced during the evaluation exercise will be discussed and mitigation measures described in the Inception note. Finally, the work plan for the overall evaluation process will be presented and agreed in this phase; this work plan shall be in line with that proposed in the present ToR.

On the basis of the information collected, the evaluation team should prepare an **Inception report**. The evaluation team should prepare and submit an Inception report within **3 calendar days** after signing the contract agreement. The inception report will be reviewed by the implementing partners, M&E team (Consortium coordinator in VSFG and the consortium field coordinator in Ethiopia) . **Fieldwork will only commence once this report has been reviewed and approved.**

1.8.2 Field Phase

As stated above under inception phase, the Field Phase starts after approval of the Inception note by the implementing partners and Consortium Coordinator. If any significant deviation from the agreed work plan or schedule is perceived as creating a risk for the quality of the evaluation or not respecting the end of the validity of the specific contract, these elements are to be immediately discussed with the Consortium Coordinator in consultation with Implementing Partners. The consortium lead will be responsible for all matters regarding the validity of the contract, corrective measures undertaken.

Before commencing the field work the evaluation team will brief the field based project team and relevant government partners. Following the briefing, prior to the data collection initiation, supervisors and enumerators will be recruited by the consultant (support will be provided by VSFG and implementing partners). They will be informed about the study, its objectives and will be trained on the data collection tools' administration, ethical considerations, and data confidentiality. Additionally, the evaluation team will conduct pretesting and piloting the survey questionnaire before using it to collect data. Data collection will be completed using tablets and/or paper (hard copies), depending on the resources availability and feasibility from the consultant's end. All data sets and documents will be submitted by the consultant to VSFG for its record and data verification. As for quality assurance, it will be ensured by the consultancy firm throughout the data collection process by regular follow during the field visits, brief meeting after the end of each day, spot checks, and regular review of data sets. The consulting firm will use the final approved data collection tools.

At the end of the Field Phase the evaluators will prepare a Slide Presentation to inform a debriefing session with local stakeholders at field and a representative of VSFG led consortium that will be arranged by VSFG using a face-to-face or via remote conference as appropriate.

The whole data collection process, data collectors training, field practice and actual data collection will take maximum **(34 days out of the overall 44 days)** including travel days depending on the approved work-plan developed during the inception. The field data collection should be well planned and supported by supervisors and evaluation team leader. VSFG and Implementing partners will also closely follow and monitor the data collection process.

1.8.3 Synthesis Phase

This phase is devoted to the preparation by the contractor of the Final Report, whose structure is described in the Annex III; it entails the analysis of the data collected during the early phases to answer the Evaluation Questions and the preparation of the overall assessment, conclusions and recommendations of the evaluation.

The evaluation team will make sure that:

- Their assessments are objective and balanced, statements are accurate and evidence-based, and recommendations realistic and clearly targeted.
- When drafting the report, they will acknowledge clearly where changes in the desired direction are known to be already taking place.
- The wording, inclusive of the abbreviations used, takes into account the audience.

The evaluation team will deliver to the Consortium Coordinator/ Field Consortium Coordinator the **Draft Final Report** and, after addressing the comments consolidated by the Consortium Coordinator, will finalise the **Final Report** (including the Executive Summary of not more than 5 pages

The evaluation team will submit the draft evaluation report to VSFG (the Consortium Coordinator in VSFG and copying to Field coordinator and Country Directors) within **7 days after the field data collection completed**. The report should conform to a reporting structure described in Annex III. Consolidated comments from the reviewers will be provided to the evaluation team for incorporation or amendment as deemed necessary. Feedback on the draft report will be shared with the consultant within 1(one) week. In addition, the consultant will present key findings of the evaluation to VSFG and Implementing partners.

The evaluation team will also submit final report (maximum 35 pages excluding annexes), after addressing the comments consolidated by the coordination unit. The final edited and cleaned report must be submitted within **2 days** after receiving consolidated comments on the first draft report. A small Validation workshop will be organized and the consultant is expected to present the major findings of the evaluation for project staffs, implementing partners and other stakeholders. The evaluation report is an exclusive property of the VSFG and consortium partners should not be released without prior authorization. The final report will be made available through VSFG and will also be circulated to the stakeholders. The team is also expected to submit a Power Point presentation (maximum 15 slides), summarizing the methodology, key findings under each of the evaluation criteria and main recommendations and challenges faced. This should be submitted together with the final report. The evaluation team will be expected to submit complete anonymized data sets (in SPSS format) of all the quantitative data as well as the transcribed, organized and tabulated qualitative data. The qualitative data should be organized by theme, source and method data collection for triangulation. These data sets should be provided at the time of submission of the final report.

1.9 Management and Steering of Evaluation

1.9.1 Role of the Contracting Authority

VSFG and the consortium implementing partners will provide overall administrative and logistical support e.g.

- Logistical arrangement – Consultants Accommodation and transportation (Air and road)
- Enumerators Training - office space, recruitment of enumerators, contracting enumerators, procurement of training venues and transportation.
- Data Collection – Validate the data collection tools, identification and selection of sampled respondent and make interviews appointments
- Debriefing workshops – venues, partners travel coordination
- Coordination – Overall coordination between partner's offices and field, Field technical support. member will facilitate the overall implementation of the final evaluation via their Field Coordination Offices based in Marsabit, Turkana, West Omo Zone and Turmi, South Omo Zone, and the relevant team at Head Office particularly project managers and coordinators from IPS. They will also assist the evaluation team in providing logistical support for travelling to the field and within the project area as well as facilitating communication with the relevant stakeholders at field level.

The evaluation will be managed by the Consortium Coordinator with support of field technical team established to jointly coordinate the evaluation process (i.e. a joint management of the M&E technical working group and Field Project managers/ Coordinator led by VSFG lead staff based at each location.). The progress of the evaluation will be followed closely with the assistance of implementing partners: -

The main functions of the implementing partners as a Reference Group are:

- To agree on the focus of the evaluation, including the evaluation questions at Inception Phase.
- To facilitate contacts between the evaluation team and the external stakeholders.
- To ensure that the evaluation team has access to and has consulted all relevant information sources and documents related to the intervention.
- To discuss and comment on inception and evaluation reports delivered by the evaluation team.
- To assist in feedback on the findings, conclusions, lessons and recommendations from the evaluation.
- To support the development of a proper follow-up plan after completion of the evaluation.

1.9. Management of the Consultant

- a. The appointed staff / consultant will report directly to the Regional Head of Programmes but work closely with the EUTF Consortium Coordinator, Country Directors and Country Program Managers and Partner Project Managers and to be available on requests for review consultations with the Regional Director (RD).
- b. The appointed Consultant shall be expected to develop and present methodologies, approaches and tools for undertaking the assignment for reviews, discussions and approval by the Regional Head of Programs and endorsement by the Consortium implementing Partners Country Director, Regional Director and EUD prior to embarking on the assignment.
- c. The Lead Agency will coordinate with implementing partners to ensure that the consultant receives to support the realization of the assignment: Project documents for desk reviews, introduce the consultant to key stakeholders, to facilitate information gathering
- d. VSF Germany will facilitate the assignment by providing working space, reference materials necessary to accomplish the tasks, coordination/ liaison with country teams for the required support, travel, accommodation and subsistence arrangements while on field missions and any other necessary support service requested and approved by the management of VSF Germany.

1.10 Language of the Specific contract

The language of the specific contract is to be English.

The specific Review questions

Key Focus Areas	Review questions	
Relevance:	<p>i. Assess the extent to which the overall objective and specific objectives, and the design of the Omo Delta Project responds to the EUTF programme objectives and beneficiaries needs.</p>	<p>Possible questions but not limited to.</p> <ul style="list-style-type: none"> • To what extent does the project respond to the overall objectives and priorities of EUTF programme? • To what extent is the project addressing the needs of the targeted beneficiaries identified during the project formulation? • To what extent is the project in addressing the current needs of the targeted beneficiaries and considering the dynamic contexts within the project operation areas? • To what extent does the approach and process used in project implementation contribute to the achievement of the project objectives, results output and outcomes? <p>The consultant may add any other question appropriate to achieve the study questions</p>
Effectiveness	<p>ii. Asses the current project achievements status against the expected target (e.g. Log-frame).</p> <p>iii. Assess the degree to which objectives are achieved and the extent to which targeted problems are solved</p>	<p>Possible questions but not limited to.</p> <ul style="list-style-type: none"> • To what extent has the project delivered results against EUTF objectives and priorities? • To what extent has the project delivered results against the targeted problems and its logframe (overall objectives, specific objectives, results and outputs?) • To what extent do the project approaches, methodologies and interventions address gender issues and priorities, enhance gender responsiveness. • What components of the project are most /least effective? • How can the least effective components or strategies need to be modified to improve project performance or achievement of expected results and outcomes? <p>The consultant may add any other question appropriate to achieve the study questions</p>
Efficiency:	<p>iv. Asses the project management of the resources, timeliness of the project in delivering the project and how the resources benefit the target beneficiaries.</p>	<p>Possible questions but not limited to.</p> <ul style="list-style-type: none"> • To what extent is the project delivering efficiently? <ul style="list-style-type: none"> ○ Ration of funds spent on budget chapters 1-5 against Chapter 6. ○ Budget burn rates? ○ Compliance to implementing partners and donor policies • What is the quality of the project interventions, how does the quality contribute to the efficiency of the project (e.g. approaches, methodologies, processes, input qualities etc). • What major factors have contributed to or hindered accomplishment or effective program delivery (risks and assumptions, other internal and external factors?) • How adequate does the project adhere to contractual obligations (Partners Internal Partnership Agreements and relevant EU guidelines?) <p>The consultant may add any other question appropriate to achieve the study questions</p>

Value addition	Asses the extend the project add value compared to other interventions in the areas	<p>Possible questions.</p> <ul style="list-style-type: none"> To what extent does the project add value to the other project interventions implemented in the same operational areas? E.g expertise, innovation, advocacy to EU funded projects, EUTF funded Projects, other NGOs and governments <p>The consultant may add any other question appropriate to achieve the study questions</p>
Sustainability:	v. Asses the level of the beneficiaries to sustain the outputs and benefits of the interventions (e.g. beneficiaries and key stakeholders' participation levels, cost sharing, local capacities, management etc)?	<p>Possible questions but not limited to.</p> <ul style="list-style-type: none"> How can the programming and implementation of the project be enhanced to improve the achievement of desired impact and sustainability of interventions? How can the project adopt to a more sustainable approach that will enhance on outcome. What component of the project can be scaled, improved or innovated? What early outcomes and impact has the program rendered to date? What are the best practices and lessons learned as a result of the Project? What components of the project can be replicated in future programming? <p>The consultant may add any other question appropriate to achieve the study questions</p>
Collaboration internally among implement partners and externally (other EU funded partners)	vi. Assess the extent the project facilitate coherency, consistency and complementarily and synergy both internally and between its objectives and programming results and EU funded partners. vii. Asses the strengths and areas that need improvements: Strengths - Level of complementarily and synergies through joint planning and implementation, sequencing of activities	<p>Possible questions but not limited to.</p> <ul style="list-style-type: none"> How adequate and appropriate are the Project Management and existing coordination structures? In terms of effective management and accountability? Does the project have an effective risk assessment and management plan? To what extent does the Project facilitate leveraged provide synergy or complementarities to others programmes or policies implemented in in same operational areas? <ul style="list-style-type: none"> EU internal and external actions and programming policies e.g resilience building How does the project support its internal EUTF Partners and other external programme's achievements? What internal and external coordination mechanisms exists? And what are the strengths, limitations/challenges and opportunities? <p>The consultant may add any other question appropriate to achieve the study questions</p>
Government Partnerships	viii. Asses the level at which the program is engaging with or involve government in the process towards achieving project objectives and goals, and relevant government staffs awareness and of the project	<p>Possible questions but not limited to.</p> <ul style="list-style-type: none"> How effective are the stakeholder engaged or involvement in the program for decision making? How has the project contributed to strengthening local institutions and government service delivery providers? To what extend does the Project facilitate overlap and provide synergy or complementarities to others programmes or policies implemented in in same operational areas? <ul style="list-style-type: none"> Relevant National and Cross border Programmes and development priorities. Relevant National and Cross border development policies <p>The consultant may add any other question appropriate to achieve the study questions</p>

EXPERTISE REQUIRED

The evaluation team will comprise the best available mix of skills that are required to assess the project, and as a whole, will have expertise in all the following subject matters:

- Rural Development/Agriculture including livestock and fishery/livelihood/Food security
- Economic and Sociology/ Business Management
- Gender and Development
- WASH, Nutrition and Health
- Off and on-farm business
- Disaster Risk Reduction/Natural Resource Management
- Monitoring and Evaluation
- Food security and Livelihoods
- Veterinary Medicine
- Technology Innovation in Emergency response and livelihood resilience building as an Added Value.

The evaluation team will have had no previous involvement in the formulation, implementation or backstopping of the project.

1.11 Number of evaluators and of working days per category

The table below indicates the minimum number of evaluators and the minimum number of working days (overall and in the field), per category of experts to be foreseen by the tenderers.

Category of experts	Minimum number of evaluators	Total minimum number of working days (total)	(Out of which) minimum number of working days on mission
Senior	4	44	5
Medium	2	30	20
Junior	4	20	15

In particular, the Team Leader (to be identified in the offer) is expected to possess a demonstrable senior evaluation expertise coherent with the requirements of this assignment and not provide less than 20 working days out of the 44 days, spent in the field. Please note the total Senior/Lead Consultant will be expected to undertake the assignment for the total number of days to ensure quality control across Kenya and Ethiopia.

1.12 Minimum requirements of the team for senior expert (the team leader)

The team leader should have:

The desired consultancy service provider/s should possess the following range of qualifications, skills and experience.

- Technical Competence:** Preferably at postgraduate level Degree in Social Development, Agronomy, Rural Development, Business Management, Veterinary Science, planning and development, research, and policy development or other relevant qualifications from recognized universities.
- Work Experience:** Posses at least 8 years work experience in carrying out baseline, mid-term and final evaluation for Livelihood and Resilience, and Development interventions, Cross border programming approach, and monitoring and evaluation mission. **Added advantage for consultant** who demonstrates experience in **baselines or evaluation of EU and ECHO funded projects.**
- ASAL and cross border experience:** Experience working with civil society organizations, non-government organisations or non-state actors in ASAL areas, additional advantage from those with previous cross border interventions/assignment
- Evidenced Relevance** - Proven evaluation skills with ability to critically assess the full context and provide constructive feedback – At least 2-3 recent referenced reports of evaluation done in past 3 years. Added value to those with 2-3 evaluations relevant to project
- Donor Experience:** Experience in working with EU funded projects or partners.
- International Policies:** Good understanding of the regional policy setting context in the Horn of Africa and IGAD cross border policies.

- vii. **Personal attributes:** Excellent communication skills, analytical and innovativeness, strong inter-personal relations, flexibility and ability to endure hardship areas with minimal access to infrastructures and extreme weather conditions.
- viii. **Core Values:** All team members should demonstrate values and behaviours (Accountability integrity, inclusivity, respect, integrity and professionalism code of conduct)

Minimum requirements of the team for medium experts

The team members should have:

- M.Sc or M.A degree in a relevant degree with a cumulative experience of 10 years in rural development, sustainable agricultural development and food security enhancement initiatives to build resilience capacities of vulnerable smallholder households, agro-pastoralists and pastoralists at operational levels DRR/NRM and familiarity with PSNP, in research/evaluation of projects related to the sectors (Food security, livelihoods, nutrition, health, WASH, DRR/NRM, Animal Health).
- Excellent skill in research, monitoring and evaluation of resilience building and emergency response projects.
- A good understanding of resilience building, Disaster Risk management including PSNP and rural development initiatives in Ethiopia and Kenya particularly with the EU supported interventions;
- Experience in multi-methodological and interdisciplinary approaches and data collection and analysis techniques in evaluation of development programmes;
- Experienced in Technology innovation integration relevant to integration as an added Value
- Good communication and facilitation skills;

Minimum requirements of the team for junior experts

The team members should have:

- A minimum of BSc or B.A degree in a relevant degree with a cumulative experience of 5 years in rural development, sustainable agricultural development and food security enhancement initiatives to build resilience capacities of vulnerable smallholder households, agro-pastoralists and pastoralists at operational levels DRR/NRM and familiarity with PSNP, in research/evaluation of projects related to the sectors (Food security, livelihoods, Animal health, Veterinary Medicine nutrition, health, WASH, DRR/NRM).
- A good understanding of resilience building, Disaster Risk management including PSNP and rural development initiatives in Ethiopia and Kenya;
- Experience in data collection and analysis techniques in evaluation of development programmes;

Gender balance in the proposed team, at all levels, is highly recommended and should be striven for.

LOCATION AND DURATION

1.13 Location(s) of assignment

The consultant will be required to conduct the study in Kenya and Ethiopia. In Kenya study will be undertaken in Implementing Partners Country level coordination office in Nairobi and field operational areas in Marsabit and Turkana. In Ethiopia the evaluation will cover the Country Coordination offices in Addis Ababa and field operation areas in South Omo (*Dasanach, Nyangatom, Hammer Woredas*) and West Omo Zones (*Maji/Surma Woredas*)

1.14 Foreseen duration of the assignment in calendar months

It is anticipated that the evaluation will last for 44 calendar days tentatively starting from 5th January 2022. This overall duration includes working days, weekends, periods foreseen for fieldwork, report writing, for review of draft versions, and briefing and debriefing sessions. The consultant should indicate a breakdown of timeframe showing the detail work plan and expected dates for each phases of the evaluation.

1.15 Starting period and planning

Provisional start of the assignment is 5th January 2022. As part of the technical proposal, the consulting firm must fill in the timetable in the Annex IV (to be finalized in the Inception report). The 'Indicative dates' are not to be formulated as fixed dates but rather as days from the beginning of the assignment.

REPORTING & DELIVERABLES

1.16 Content, timing and submission

The evaluation deliverables must match quality standards. The text of the reports should be illustrated, as appropriate, with maps, graphs and tables; a map of the area(s) of the intervention is required (to be attached as Annex).

List of outputs:

Deliverables	Number of Pages (excluding annexes)	Main Content	Timing for submission
Inception report	15 pages	<ul style="list-style-type: none"> • Intervention logic • Stakeholder map • Methodology for the evaluation, incl.: <ul style="list-style-type: none"> ○ Evaluation Matrix: Evaluation Questions, with judgement criteria and indicators, and data analysis and collection methods ○ Consultation strategy ○ Field visit approach [including the criteria to select the field visits] • Analysis of risks related to the evaluation methodology and mitigation measures • Work plan of the entire evaluation 	End of Inception Phase
Slide presentation	15 slides	<ul style="list-style-type: none"> • Key, preliminary findings of the field phase to guide the debriefing session 	End of Field Phase
Draft Final Report	30 pages	<ul style="list-style-type: none"> • Refer detail structure in Annex III 	End of Synthesis Phase
Final report	30 pages	<ul style="list-style-type: none"> • Same specifications as of the Draft Final Report, incorporating any comments received from the concerned parties on the draft report that have been accepted 	One week after having received comments to the Draft Final Report.

1.17 Comments on the outputs

For each report, the consortium coordinator will send to the consulting firm consolidated comments including those received from implementing partners or the approval of the report within 5 calendar days. The revised reports addressing the comments shall be submitted within 2 calendar days from the date of receipt of the comments. The evaluation team should provide a separate document explaining how and where comments have been integrated or the reason for not integrating certain comments, if this is the case.

1.18 Language

All reports shall be submitted in English-the official language of the contract.

1.19 Formatting of reports and number of report copies

Description	Specifications
Font Type	Arial
Font size	Minimum 10
Line space	Single, the text align Justify
Left margin	2 cm(0.787 inch)
Right margin	2 cm (0.787 inch)
Top and bottom margins	2 cm (0.787 inch)

The report will be submitted both in word and pdf format. Apart from their electronic submission, the draft report and the approved version of the Final Report will be also submitted in 8 copies at no extra cost.

Content of the offers

The offers to be submitted for the execution of this contract will include a Technical and a Financial Offer.

1.20 Technical offer

The Technical Offer will compulsorily include:

- An introductory and short chapter detailing the comprehension by tenderers of the assignment and its main challenges.
- A chapter detailing the tentative methodology to conduct the evaluation; this methodology will then be finalised in the Inception Note. The proposed methodology will detail how the evaluation will address the cross-cutting issues mentioned in these Terms of Reference and notably gender equality and the empowerment of women. This will include (if applicable) the communication messages, materials and management structures.
- A short analysis of the main risks and remedy measures of the assignment.
- A chapter detailing the relevance of the team composition and competencies to the work to be undertaken and how the tasks will be organised.
- Annex: the CVs of the proposed expert(s) (max length of each CV: 5 pages).
- Annex: a synoptic table detailing the work to be undertaken by each proposed expert and their role, based on the proposed methodology.
- Annex: the proposed timetable (Gantt chart).
- Copies of at least two relevant work undertaken in the last 3 years (to be returned after evaluation of bids) Names and addresses (telephone numbers & email) of three organizations that will act as professional referees
- Filled planning schedule as per Annex IV

The maximum length of the Technical offer is 15 pages excluding annexes.

1.21 Financial offer

The Financial Offer must respect the format of the attached Annex VI. Offers using a different format will be disqualified.

Deadline for the submission of questions

Questions and requests for clarification are to be submitted (if need will be) one week before the deadline for submission of the offers via email: Recruitment@vsfg.org

The text of the questions received (once anonymised) and the responses will be sent to all tenderers to ensure equal treatment.

Submission of the offers and their assessment

1.22 Deadline for the submission of the offers

The offers for undertaking this assignment must be submitted from the date of this announcement and before the deadline shown on the advertisement. Late submission of offers leads to their disqualification.

1.23 Modalities for the submission of the offers

A separate technical and financial proposal shall be submitted in electronic format via email to : Recruitment@vsfg.org from the date of this announcement. The application package should include expression of interest, detail work plan as well as the required time and budget to undertake the assignment, copy of CV of persons who will be directly managed the assignment.

1.24 Assessment of the offers

The offers will be assessed as detailed in the Annex I.

Invoicing and payments

Invoices and payment requests will be expected to submit to VCFG office through the Consortium Manager. Hence the payment will be effected in consultation with the Country Director and consortium coordinator as per the organization payment modalities:

- 30% of the total agreed amount upon the approval of the inception report

- 30% upon submission of the first draft report and presentation of preliminary key findings and
- The final 40% upon delivery of the final approved report along with data sets and presentation slides.

Annex I: Criteria to assess the offers

1. TECHNICAL EVALUATION CRITERIA

The Contracting Authority selects the offer with the best value for money using a 70/30 weighting between technical quality and price.

Technical quality is evaluated on the basis of the following grid:

Criteria	Maximum
Total score for the approach to work	50
<ul style="list-style-type: none"> • Understanding of ToR and the aim of the services to be provided 	10
<ul style="list-style-type: none"> • Overall methodological approach, quality control approach, appropriate mix of tools and estimate of difficulties and challenges 	25
<ul style="list-style-type: none"> • Qualification of tenderer and backstopping 	5
<ul style="list-style-type: none"> • Organisation of tasks including timetable 	10
Score for the expertise of the proposed team	50
OVERALL TOTAL SCORE	100

2. TECHNICAL THRESHOLD

Any offer falling short of the technical threshold of 75 out of 100 points, is automatically rejected.

3. INTERVIEWS DURING THE EVALUATION OF THE OFFERS

During the evaluation process of the offers received the Contracting Authority reserves the right to interview virtually one or several members of the proposed evaluation teams. Virtual interviews will be tentatively carried out within 2 days after technical evaluation finalized.

Annex II: INFORMATION THAT WILL BE PROVIDED TO THE EVALUATION TEAM

The following documents will be reviewed by the evaluator during the desk review phase (to be updated in the inception phase):

- Project proposal
- Baseline study report
- Mid-term review report
- Monthly, quarterly and interim report
- Fish value chain report, market assessment report,
- Hydrological and environmental impact assessment
- Training reports
- Project Governance Team & Technical working group minutes & ToRs
- Consortium MoU, Financial and Admin Guidelines, minutes, Expenditures verifications

Note: The evaluation team has to identify and obtain any other document worth analysing, through independent research and during interviews with relevant informed parties and stakeholders of the intervention.

ANNEX III: STRUCTURE OF THE FINAL REPORT AND OF THE EXECUTIVE SUMMARY

The structure of the evaluation report will be as follows.

The cover page of the Final Report shall carry the following text:

"This evaluation is supported and guided by VSFG and presented by [name of consulting firm]. The report does not necessarily reflect the views and opinions of VSFG nor of the European Commission, which financed the evaluated".

Executive Summary	A tightly-drafted and to-the-point Executive Summary. It should be short, no more than five pages. It should focus on the key purpose or issues of the evaluation, outline the main analytical points, and clearly indicate the main conclusions, lessons to be learned and specific recommendations.
1. Introduction	A description of the intervention, of the relevant country/region/sector background and of the evaluation, providing the reader with sufficient methodological explanations to gauge the credibility of the conclusions and to acknowledge limitations or weaknesses, where relevant.
2. Answers to the Evaluation Questions	A chapter presenting the Evaluation Questions and conclusive answers, together with evidence (findings) and reasoning. An overall assessment of the intervention is to be added, as well. It shall be based on the detailed response to the Evaluation Questions.
3. Conclusions and Recommendations	
3.1 Conclusions	This chapter contains the conclusions of the evaluation, organised per evaluation criterion. A paragraph or sub-chapter should pick up the 3 or 4 major conclusions organised by order of importance, while avoiding being repetitive. The transferable lessons from this evaluation are to be included in this chapter.
3.2 Recommendations	They are intended to improve or reform the intervention in the framework of the cycle under way, or to prepare the design of a new one for the next cycle. Recommendations must be clustered and prioritised, and carefully targeted to the appropriate audiences at all levels.
Annexes to the report	The report should include the following annexes: <ul style="list-style-type: none">• The Terms of Reference of the evaluation• The names of the evaluators and their companies (CVs can be attached, but summarised and limited to one page per person)• Evaluation methodology including tools utilised, analysis of the limitation of the methodology, remedy and degree of confidence in the conclusions.• Evaluation Matrix (a table presenting the tools used to respond to each evaluation question as well as the indicators used).• Intervention logic / Logical Framework matrix of the intervention.• Relevant geographic map(s) where the intervention took place• List of persons/organisations consulted• Literature and documentation consulted• Other technical annexes as relevant (e.g. statistical analyses, matrix of evidence, databases)

ANNEX IV: PLANNING SCHEDULE

This annex must be included by tenderers in their Technical Offer and forms an integral part of it. Tenderers can add as many rows and columns as needed.

The phases of the evaluation shall reflect those indicated in the present Terms of Reference.

		Indicative Duration in working days ⁵		
Activity	Location	Team Leader	Evaluator ...	Indicative Dates
Inception phase: total days				
•				
•				
Field phase: total days				
•				
•				
Synthesis phase: total days				
•				
•				
Dissemination phase: total days				
•				
•				
TOTAL working days (maximum)				

⁵ Add one column per each evaluator

Annex V: Log frame matrix of the project - Omo Delta Project: Expanding the Rangeland to achieve Growth & Transformation (Veterinaires sans Frontieres– Germany

	Results chain	Indicators ⁶	Baseline (incl. reference year)	Current value Reference date	Targets (incl. reference year)	Sources and means of verification	Assumptions
Overall objective: Impact	<p>Overall Objective 1: Increase the income of 45,000 Households by Euro 600⁷ by the end of the project</p> <p>Overall Objective 2: To reduce risk exposure and cushion communities in Omo Delta from multiphase crisis (Covid-19 pandemic, cholera, locust invasion and floods) and shocks on lives and livelihood resilience.</p>	<p>O.O.1. # of household with increased income (>600EUR by the end of the project).</p> <p>O.O.2. % reduction in displacement and irregular migration by end of the project.</p>	0 as a result of the project 2018 baselines	2018 data	<p>2018-2020 Target to be refined based on the data from the baseline survey to be conducted at inception phase 2020: 58,196 households with increased income by 300 EUR</p> <p>2021: 58196 households with increased revenue of 600 EUR by the end of the project.</p>	<p>Indicator O.O.1 Independent Midterm and final evaluation reports. Annual Income Household survey</p> <p>Indicator O.O.2 Midterm review and external final evaluation</p> <p>IOM and UNHCR report</p>	<ul style="list-style-type: none"> The project areas experience political stability with maximum peace and thus accessible The magnitude of climate related shock (droughts, floods) doesn't disrupt the livelihood or cause economic uncertainties Politically motivated irregular and forced migration and displacement does not occur
Specific objective(s): Outcome(s)	Specific Objective 1: To promote economic and private sector development, and greater resilience, particularly among vulnerable groups (e.g. youth, women, displaced people);	S.O.1. Percentage of population with increased disposable income expanding their options towards diverse social and economic roles per year disaggregated by types of sources of incomes, gender and age (women and youth).	2018 baselines (0 as a result of the project at the baseline)	2018 data	2018-2021 58,196 persons	S.O 1 National, and County/Woreda Development reports; Household survey reports Human development Index report.	<ul style="list-style-type: none"> The project areas has political stability with maximum peace and access and project activities The magnitude of climate related shock (droughts, floods) does not disrupt of livelihood

⁶ "Guidelines, scale and threshold of all indicators to determine the extent of progress will be defined during inception phase".

⁷ Assumptions: Increase of income of Euro 600 by each of the **45,000** household over year 2 and 3 (24 months). This is based on the assumption that each direct beneficiary household will increase income by Euro 25 per month.

	<p>Expected Results</p> <p>1.Increased wealth locally for youth and women in particular.</p> <p>2.Accelerated cross-border and national trade and collaboration.</p> <p>3.Increased stability to promote growth and protect gains</p> <p>S.O 2 - To strengthen coping capacity and resilience against negative effects of multi-phased crises (Covid-19 pandemic, cholera disease outbreak, locust invasion and floods) through access to</p>	<p>S.O.2 Number of youth and women taking leadership roles in their income generating groups</p> <p>R1.1. Increase in number (#) of employment/job opportunities created per year as a result of the project disaggregated by gender and age.</p> <p>R2.1 Increase in trade volumes (MT/Kg) in areas where peacebuilding and stability initiatives have been implemented disaggregated between “cross-border trade” and “local trade</p> <p>R3.1. Increase in produce (MT) from productive sectors (farm produce in MT/meat/MT and fish/MT) in areas where peacebuilding and stability initiatives have been implemented”.</p>	<p>(0 as a result of the project at the baseline)</p>			<p>R1.1 Project progress reports; Mid-term review and external final evaluation⁸; SNNPR/Zonal and County Monitoring Reports.</p> <p>R2.1 Project progress reports. Mid term review and external final evaluation Cross border and local and market data; WFP cross border trade reports</p> <p>R3.1. Project progress reports. SNNPR/Zonal and County Monitoring Reports. Midterm review and external final evaluation.</p>	<p>or cause economic uncertainties</p> <ul style="list-style-type: none"> • Politically motivated irregular and forced migration and displacement does not occur • Government committed to support cross-border initiatives in their policy, and approaches adopted • Value chain stakeholders are willing to cooperate and work together
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⁸ Own surveys will be key as employment statistics are often not sufficiently documenting informal employment and work in the informal sector.

	<p>accurate information, distribution of hygiene kits and personal protective equipment and safeguard livelihoods in cross border areas.</p> <p>Expected Results</p> <p>4.Strengthened awareness of Covid-19 pandemic and cholera disease outbreak, and better hygiene practices reduce infections and manage fatalities.</p> <p>5.Increased access to appropriate hygiene facilities and protective equipment by communities and government institutions for prevention and control of Covid-19 pandemic and cholera outbreak.</p> <p>6.Improved financial and food security and wellbeing of VSLA groups and vulnerable households.</p> <p>7.Reduced invasion and damage on the livelihoods by Desert Locust in ODP locations.</p>	<p>R4.1 - # Of target population aware of Covid19 pandemic, cholera disease outbreak and are applying hygiene practices to reduce infection and manage fatalities.</p> <p>R5.1- Target communities have access to facilities and equipment that support prevention and management of Covid-19 cases.</p> <p>R6.1- Project beneficiaries report an improved sense of food security and wellbeing at the end of the</p>					
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		<p>project, disaggregated by age and gender</p> <p>R7.1 - Copping capacities of registered beneficiaries improved as a result of applying the skills and inputs acquired to protect and rehabilitate livestock based assets.</p>					
	<p>Op1.1. Technical and business skills for young men and women to enhance their employment and entrepreneurship capacity enhanced.</p>	<p>Op. 1.1.1: Average increase in the income from skilled and non-skilled employment disaggregated by job/position/sector and by sex and age.</p> <p>Op 1.1.2 Number (#) of persons employed, or self-employed based on their skills disaggregated by type of employment, sex and age.</p>	<p>2018 baselines (0 as a result of the project at baseline)</p>	<p>2018 data.</p>	<p>Op1.1.1 Income of 23,378 beneficiaries increased by 25 Euro/month in 2020 and 2021</p> <p>Op 1.1.2: At least 23,178 young men and women acquire skills and get employed/self employed</p>	<p>Project progress reports SNNPR/Zonal and County Monitoring Reports. Business and technical skill building reports</p>	<ul style="list-style-type: none"> • The project is accepted by target beneficiaries, supported by local level stakeholders and approved by local and national authorities. • National and cross-border authorities willing to collaborate and cooperate in project implementation. • Pastoral communities are willing to engage in resilient and more diversified employment and economic activities
	<p>Op1.2. Access to business incubatory services (finance, entrepreneurial skills training and mentoring, advisory services and technical assistance for diversified businesses), with particular focus to youth and women groups supported.</p>	<p>Op. 1.2.1. Number (#) of women and youth who effectively accessed credit as a result of the project disaggregated by gender and age.</p> <p>Op 1.2.2 % of income increment by target households through involvement in income diversification by end of the project.</p>	<p>(0 as a result of the project at baseline)</p>		<p>Op1.2.1. 1200 women and youth able to access credits and/or financial services.</p> <p>Op.1.2.2 7477 households with diversified sources of income.</p> <p>Op 1.2.3: 850 young men and women acquire business skill and start business</p>	<p>Financial institution reports</p> <p>Project progress report against baseline</p> <p>Project progress report against baseline</p>	

		Op.1.2.3 Number (#) of new businesses and start-up in project areas operational disaggregated by age and gender by end of project.					
	Op2.1. Support to public and private institutions to improve access to animal health services delivery in cross border areas.	Op. 2.1: Number (#) of livestock owners that have knowledge of disease reporting system by end of the project”. Op. 2.1: Number (#) of livestock owners that use disease reporting system by end of the project”. Op 2.1. Reduced rate of livestock mortality by end of the project.			Op 2.1. 29036 of livestock owners engaged in regular reporting of livestock diseases. Op2.1.2 – 2,450, 553 heads of livestock from livestock health services.	PDS report County/Woreda Veterinary reports; Project progress report Vaccination reports.	
	Op2.2. Technical support to enhanced commercial production and productivity of the productive sectors in cross-border areas (specifically livestock, fishery, fodder, staple and horticultural crops) for local and export markets.	Op 2.2: “% Increase in crop production (MT) by beneficiary households (against baseline) by end of the project”. Op 2.2: “Op 2.2: “% Increase in productivity in fishing (MT) and number of livestock D species and beneficiary households (against baseline) by end of the project”.			Op2.2. 11030 households with increased production/productivity and income by year 2 and beyond.	County/Woreda Livestock, Fishery and Agricultural reports. Project progress report against baseline	
	Op3.1. Support to integrated and sustainable Natural Resources management	Op. 3.1: “% Increase of pasture lands under sustainable and effective rangeland management i.e.		0	3.1 464 Ha of rangeland rehabilitated and under joint community management 2250 trained	Reports of ministries responsible for environment in	

		with community user agreements being implemented (against baseline) by end of the project”. Op. 3.1: “% Increase of pasture lands/availability of livestock feed/forage under sustainable and effective rangeland management i.e. with community user agreements being implemented (against baseline) by end of the project”.				Kenya and Ethiopia. Project progress report against baseline	
Outputs	Op3.2. Support to development of Strategic water points shared by cross-border communities.	Op 3.2. % increase on availability of water/person/day Op 3.2 reduced number of days of water shortage per months.			7.2 13 water sources constructed (including drilling of 4 deep borehole wells) and/or 2 water pans/dams, and 7 ponds rehabilitated and supply reliable water. 7.3 At least 6,000 households access water throughout the year	Ministry of Water and Ministry of Environment and Natural Resources Report. Project progress reports. Woreda/county reports	
	Output 4.1: At least 6,750 persons are reached with accurate information on Covid-19 pandemic and cholera disease (infection prevention and control measures and hygiene and sanitation practices)	Opt 4.1 % of target communities who display improved knowledge about Covid-19 and cholera disease prevention through use of IEC materials and messages disseminated					

		<p>Opt 4.1 # of households with increased knowledge on Covid-19, cholera disease and desert locust preventative and management measures</p> <p>Opt 4.1 # of campaign sessions supported to mitigate the spread of Covid-19, cholera diseases and desert locust invasion.</p> <p>Opt 4.1 # of households with improved hygiene practices disaggregated by location</p>					
	Output 5.1: Human and Animal Health workers and key stakeholders supported in their efforts to contain contagious diseases (Covid-19 pandemic and cholera disease)	Opt 5.1 - # of community institutions and healthcare service units with equipment to scale up Covid-19, cholera and locust surveillance and reporting activities					
	Output 5.2: Availability and access to appropriate hygiene kits and Personal Protection Equipment to promote personal hygiene practices at household level and strategic public institutions	Opt 5.2 # of households who have access hygiene kits like gloves, face masks and sanitizers					
	Output 6.1: Vulnerable households under lockdown measures get access to predictable basic food and non-food services e.g. food,	Opt 6.1 # of households and/or individuals receiving unconditional cash support packages					

	water trucking services, emergency transport fuel and detergents.	Opt 6.1 Total value of cash(Euros) transferred to beneficiaries Opt 6.1 # of women and youth businesses supported with conditional grants					
	Output 7.1: Curbed spread of desert locust and protection of livelihoods in targeted Woreda in South Omo Zone.	Opt 7.1 - # of Households supported to protect their livelihood assets (crop farms, grazing areas and bee colonies) from rehabilitate livelihood desert locust shocks. Opt 7.1 - # Of Household whose livelihoods are safeguarded through support with early livelihood recovery services and inputs.					
<i>Activities</i>	<ul style="list-style-type: none"> – Op1.1. Technical and business skills for young men and women to enhance their employment and entrepreneurship capacity enhanced. – Participatory Livelihood baseline and Value chain analysis. – Support to transboundary markets and linkages for participation in formal cross-border trade by women and youth. – Support to sustainable and diversified livelihoods, employment and economic opportunities in cross border areas. – Op1.2. Access to business incubatory services (finance, entrepreneurial skills training and mentoring, advisory services and technical assistance (for diversified businesses) with particular focus to youth and women groups supported. – Linking women and youth to financial schemes and expanding women's access to financial services. 			<p>Means: Personnel, equipment, cars, purchased and hired vehicles, training, stakeholders' consultation workshops, field offices, office supplies, supplies, operational funds, EC flights.</p> <p>Means: HRs: Project Coordinator (100%, Nairobi) M&E expert Technical advisors - Agriculture, Livestock and Business</p>	<p>Senior officials and staff of border management or other migration-related agencies are willing to undergo training, to learn new methodologies and to put them into practice. Political support at the highest level for adapting legislation to meet international standards. Environments are not too dangerous to establish appropriate facilities and services; international and local organisations are willing to participate in a spirit of genuine cooperation; good</p>		

<ul style="list-style-type: none"> – Provision of business incubatory services. – Op2.1. Support to public and private institutions to improve access to animal health services delivery in cross border areas. – Support establishing of a livestock disease information, surveillance system and control in cross border areas. – Establish and strengthen coordination mechanisms between the countries on cross border animal health. – Support public and private animal health service delivery through Animal health infrastructure development /rehabilitation of strategic animal health posts, support to private Veterinary Practitioners (PVP) and Vet/Equipment's Revolving Fund – Op2.2. Technical support to enhanced Commercial production and productivity of the productive sectors in cross-border areas (specifically fodder, staple and horticultural crops) for local and export markets. – Promotion of climate smart conservation agriculture practices using extension workers. – Procurements and distribution of agricultural inputs to improve efficiency of irrigation schemes. – Enhance Post harvest handling, management and Practices. – Provision of livestock extension and cross breeding services. – A baseline assessment on fish potential, hygienic standards and the capacities of producers, vendors and /or processors. – Training on quality assurance, food hygiene and safety practices and procedures. – Enhance fish production and management through provision of input for efficient utilization of fish harvest. – Op3.1: Support to integrated and sustainable Natural Resources management. – Strengthening customary institutions and systems for Natural Resource Management (NRM). – Support Environmental Management Committees (EMC) to implement rules and actions to protect Acacia Senegal (source of Gum Arabic). – Support rangeland rehabilitation by promoting, planting of spineless cacti, and grass reseeding in deferred grazing lands in cross-border areas. Introduce spineless cactus (as livestock feed source and for rangeland rehabilitation)- through organizing community members and rain and provide seedlings and farm tools – Strengthen cross border natural resource management and utilization capacity. – Op3.2 Support to development of Strategic water points shared by cross-border communities. – Drilling of strategic deep boreholes that support long-term supply of water to the cross-border areas. – Improve local water management and utilisation. 	<p>Finance Manager /Administrator in Nairobi 6 Project Manager/coordinators 16 Field Accountants and logisticians; 23 Field Technicians Agriculture, Livestock, business and environmental managers.</p> <p>Tools/equipment: 12 motorbikes, 17 computers, 8 vehicles for rent/purchase/ 25 sets of office furniture, training equipment, transport costs, hosting and meeting facilities, communication costs, training material, human resource, technical expertise and external monitors and evaluators</p> <p>Activities: € 6,157,027 Staff: € 3,931,264 Travel: € 140,387 Equipment and supplies: € 412,505 Operating and management (Chapter 4): €726,624 EU Visibility €29,388 Others: €220,796 Administrative costs (7%): €811,202 Contingency: € 231,772 Total Eligible Costs: €12,637,213 Total Accepted Costs: €12,637,213</p>	<p>coordination between the implementer and other agents on the ground.</p> <p>Target population has access to radio and other media and is able to read written information sheets.</p>
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	<ul style="list-style-type: none"> – Op4.1: At least 6,750 persons are reached with accurate information on Covid-19 pandemic and cholera disease (infection prevention and control measures and hygiene and sanitation practices) – <i>Support awareness creation, on Covid-19, Desert Locust and Cholera.</i> – <i>Support mass education and awareness campaigns radio programme and public address transmissions of knowledge /factual information on Covid-19 pandemic and cholera.</i> – Op 5.1: Human and Animal Health workers and key stakeholders supported in their efforts to contain contagious diseases (Covid-19 pandemic and cholera disease) – <i>Strengthen (55) Community Health volunteers to raise target communities awareness on COVID-19, hygiene and sanitation</i> – Op 5.2: Availability and access to appropriate hygiene kits and Personal Protection Equipment to promote personal hygiene practices at household level and strategic public institutions – <i>Procurement and installation of hand washing facilities (fitted with soap) in strategic public places</i> – <i>Procurement and distribution of hygiene and sanitation inputs in target villages</i> – <i>Procurement and distribution of Personal Protective Equipment (PPE) for communities, extension health service providers and volunteers</i> – <i>Support local government institutions to facilitate responses and coordination of mitigation and management of Covid-19 pandemic, cholera outbreak and desert locust invasion.</i> – Op 6.1: Vulnerable households under lockdown measures get access to predictable basic food and non-food services e.g. food, water trucking services, emergency transport fuel and detergents. – <i>Provision of unconditional cash transfers vulnerable households to access essential food commodities.</i> – <i>Establish e-system service for disbursement of cash to beneficiaries – Procurement, installation and system management and reporting cost - by service provider My-fugo.</i> – Op 7.1: Curbed spread of desert locust and protection of livelihoods in targeted Woreda in South Omo Zone. <i>Strengthen zonal and County Desert Locust migration surveillance, early warning and forecasting system</i> – <i>Support the community and local actors to control the locust</i> – <i>Support 1,875 Omo Delta Project household beneficiaries affected by desert locusts with supplementary livestock feed and farm inputs.</i> 		
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Annex VI: financial offer template

Financial Proposal: [Insert the name of your firm]						
Cost items	Type	Unit Measure	Quantity	Unit Price (in USD)	Total Cost (in USD)	Remark
1. Professional Fees						
Total 1						
2. Field work*						
Total 2						
3. Transportation						
Total 3						
4. Stationary, Communication and Protective						
Total 4						
5. Other miscellaneous costs (Please state)						
6. Government tax (Please state)						

Grand Total						
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*Cost related to enumerators training, supervisors and enumerators fee can be treated.