TERMS OF REFERENCE

Integrated Health Improvement Project in Ikwoto phase II End-line Evaluation Consultancy
15th May– 19th June 2023

1.0 Summary - *Summary of the key elements of the evaluation*

1.1 Purpose: The purpose is to assess the project's progress and achievements against its set goal and outcomes and to make an analysis of factors contributing to achievement/non achievement of results, and to provide lessons learnt lessons for longer term planning and organizational learning. The evaluation will assess the project's relevance, coherence, effectiveness, efficiency, impact, and sustainability.

1.2 Audience: *users of the evaluation (SSRC, Swiss RC, MFA, RCRC Movement, and other national and international stakeholders).*

1.3 Commissioner(s)[1]: This external evaluation is commissioned by the South Sudan Red Cross (SSRC) and Swiss Red Cross in compliance with SSRC's PMER Framework, Swiss RC Monitoring, Evaluation and Learning Framework and the International Federation of Red Cross and Red Crescent (IFRC) Framework for Evaluation.

1.4 Consultant Reports to: South Sudan Red Cross PMER Coordinator.

1.5 Duration of evaluation: The *working time in days is a maximum of 45 days out of which the field trip part is 7-10 days.*

1.6 Time frame: *Estimated timeframe the evaluation team/consultant will be engaged for is 45 days (April/May).*

1.7 Location: Ikwoto County Eastern Equatoria State, South Sudan.

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[1] Commissioner organizes, finances, selects and contracts the evaluation team.

2.0 Background

2.1 Organizational Background

South Sudan Red Cross (SSRC) is one of the 193rd National Societies worldwide and was founded on the eve of South Sudan independence in 2011. The SSRC is a volunteer-based humanitarian society and works as auxiliary to public authorities in the humanitarian field. Based on the Statutes of the International Red Cross and Red Crescent Movement, the SSRC was established through an Act of Parliament on 9th March 2012. SSRC was formally recognised by the International Committee of the Red Cross (ICRC) on 18 June 2013 and in November 2013, it was admitted into the International Federation of Red Cross and Red Crescent Societies. SSRC's headquarters is based in Juba with a total of (21) branches and a growing network of units (102) across the country. There are currently over 250 SSRC staff members and approximately 18,000 volunteers across the country.

The Society's work is guided by the Seven Fundamental Principles (humanity, impartiality, neutrality, independence, voluntary service, unity and universality) and by the IFRC Strategy 2030 and South Sudan Red Cross Strategic plan 2022-2026, which voices SSRC's collective vision and determination to move forward in tackling the major challenges that confront humanity in the present decade. All SSRC staff MUST abide by and work in accordance with the Red Cross and Red Crescent Principles.

2.2 The history of the co-operation between the partners

SSRC with funding support from Swiss Red Cross (SRC) has been implementing an Integrated Health Improvement project in three of Ikwoto's payams, Ikwoto, Chahari, Imotong, Iosite and Chorokol from 2020-2023. SRC is also working with the Torit Branch in two other projects (Magwi and BDRFA); the cooperation is very well established and built on mutual trust and understanding. The project registered a lot of success and significant changes during the project implementation as the beneficiaries were put at the centre of the implementation process and the fact that the community-based volunteers were recruited and trained to carry on awareness in the community in local languages made Behaviour Change Communication easy. Based on the feed-back of communities and local authorities the approaches and strategies the project applied are highly appreciated. In addition, the needs and demands for community-based interventions in the areas of health, WASH and psychosocial support and SGBV are still huge, making the planned follow-up project even more viable and wanted. The project will continue working together and having regular exchange with its also SRC funded sister project in Magwi (424488)

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2.3 Humanitarian Background

South Sudan became the world's newest nation in July 2011, formally ending an independence struggle with Sudan, which constituted Africa's longest civil war. A landlocked country, it is bordered by Ethiopia to the East, Sudan to the North, Kenya and Uganda to the South, Democratic Republic of Congo to the South West and the Central African Republic to the West and covers an area of 644,329 square kilometres. Recent estimates put the population at more than 11 million people.[2] South Sudan is a multi-ethnic nation comprising of over 64 different ethnic groups. Most of its people are Christians, 1/3 are Muslims and some follow traditional religions. About 44% of the population is below the age of 15 years, with median age of 17 years.[3]

Less than three years into its infancy as an independent country, South Sudan faced a desperate struggle for survival. In December 2013, a perceived power wrangle emerged amongst the ruling elites, mainly between President Salva Kiir and his erstwhile Deputy Dr. Riek Machar. This resulted in a large-scale conflict that was played out along ethnic lines and led to thousands of deaths and the displacement of more than half a million people before a ceasefire was signed between the government and rebel forces on January 23, 2014. In 2015, the Intergovernmental Authority on Development (IGAD) brokered a peace pact known as the Agreement on the Resolution of the Conflict in the Republic of South Sudan (ARCSS), but this was short-lived following a fight, which broke out in the Presidential Palace in Juba on July 2016. However, with an intense international pressure, warring parties were obliged to sign a compromised peace agreement in September 2018. They agreed on a Revitalised Agreement on the Resolution of the Conflict in the Republic of South Sudan (R-ARCSS) between the Government (Sudan People's Liberation Movement, SPLM), armed opposition groups, (Sudan People's Liberation Movement in Opposition, SPLM/IO), and the South Sudan Opposition Alliance (SSOA), laying out a path for political transition. Formation of the Transitional Government of National Unity (TGoNU) was expected by the midst of November 2019, but failed again. In addition, many open and underlying grievances between the various (ethnic) groups continue to fester as they have not been addressed. Since the beginning of the conflict in December 2013, it is estimated that about 4 million people were displaced, with 2 million being internally displaced within South Sudan and 2 million people having found refuge in a neighbouring country. An estimated 383,000 people died since the outbreak of fighting.[4]

On-going instability and population displacement undermine the scope for development, and damaged infrastructure, low coverage of health services, and limited government capacity and human resource base have resulted in a devastating fragmented health system.

Being potentially a rich nation endowed with abundant natural resources, South Sudan's narrow trade basket is heavily dependent on a single export commodity, oil, exposing its economy to

[2] https://www.worldometers.info/world-population/south-sudan-population/, 17.08.2019
[3] https://www.cia.gov/library/publications/the-world-factbook/geos/od.html, 17.08.2019
[4] https://www.lshtm.ac.uk/newsevents/ news/2018/war-south-sudan-estimated-have-led-almost-400000-excess-deaths, 17.08.2019

shocks from changes in oil production, global demand and world prices. Protracted insecurity and large-scale displacement have taken a huge toll on livelihoods, and private consumption has been consistently falling since the onset of the civil war. Against this backdrop of on-going violence, the economy is experiencing a severe contraction, driven by falling oil revenues and conflict-related disruptions of economic production. For instance, oil accounts for 90% of the government revenues, and 95% of total exports and more than half of the country's GDP.[5] In 2018 oil production had dropped by 15% as compared to 2014.[6] Since late 2014, the decline in the oil price has further exacerbated the economic hardship of South Sudan and its people. Besides the oil economy, approximately 90% of households in South Sudan depend on crops farming, animal husbandry, fishing or forestry for their livelihoods. However, currently 90% of food consumed is been imported. Poverty levels have worsened from about 44.7% in 2011 to more than 82.3% in 2016.[7] Poverty in South Sudan is largely rural, characterised by a general lack of access to services, infrastructure, and economic opportunity. The country's GDP per capita was USD 1,111 in 2014, dropping to less than USD 250 in 2018.[8] Inflation is still high in the country even though there was a great decline from 835% in October 2016 to 362% in June 2017 to 56% in March 2019.[9] The country currently ranks 187 out of 189 countries on the human development index.[10]

The fighting in fertile and agriculturally used areas made the number of people facing starvation soar to 6 million with famine in some parts of the country in 2017.[11] The Government annual budget is not equitably allocated among the various sectors. For example, the security sector currently receives the largest share (about 30%) of the annual allocations while other essential sectors such as health and education are woefully underfunded. The combined government expenditure on health is 1% and education is about 6% of total government expenditure.[12]

With several failed attempts to resolve the conflict, the country remains in conflict. The general malaise is that achieving poverty reduction and tackling underdevelopment will continue to elude the country. For example, the country is grossly off track in working towards achieving any of the SDGs and more importantly SDG 3: good health and wellbeing.

Since the outbreak of the conflict in South Sudan in 2013 and again in 2016, Eastern Equatoria has seen deteriorating security situation characterized by cattle rustling, road robberies and ambushes along the main roads rendering most of the payams unreachable by humanitarian agencies. This has resulted in serious hunger in the communities as their farmland became inaccessible. This has also caused mass displacement within Equatoria and eventually forced thousands to flee into neighbouring Uganda and Kenya. Apart from conflict related hardships, Equatoria has also experienced erratic rainfalls or floods, which drastically decreased crop yields and consequently increased the level of malnutrition in the communities. In June 2019, the Relief

[5] The Political Economy of South Sudan, August 2018, African Development Bank Group
[6] https://knoema.com/data/south-sudan+oil+production, 08.11.2019
[7] https://data.worldbank.org/country/south-sudan, 17.08.2019
[8] http://pubdocs.worldbank.org/en/713731492188171377/mpo-ssd.pdf, 17.08.2019
[9] https://tradingeconomics.com/south-sudan/inflation-cpi and https://www.reuters.com/article/us-southsudan-economy/war-torn-south-sudan-issues-higher-denomination-banknotes-amid-soaring-inflation-idUSKBN1J71BI, 17.08.2019
[10] http://hdr.undp.org/en/countries/profiles/SSD, 17.08.2019
[11] UN News, 20.02.2017, https://news.un.org/en/story/2017/02/551812-famine-declared-region-south-sudan-un, 17.08.2019
[12] http://grss-mof.org/wp-content/uploads/2019/09/190829-citizensbudget-unicef-webversion-MoFP-JKv5-Draft-1.pdf, 17.08.2019

and Rehabilitation Commission (RRC) of Torit State estimated that a total of 444,000 people is affected by hunger. Prices of essential items rose more than 30 times compared to the initial prices before the crises of 2013 and 2016, making it hard for households to put food on the table and making people more prone to disease. There has been a breakdown in the health system as many health facilities were destroyed or looted, ran out of drugs or could not be accessed, and there is a serious staff turnover in the few remaining health facilities.

Ikwoto County consists of eight payams and has currently a total population of 198,480 according to the Torit State RRC Commission report of 2019.

2.4 Location of the project

The project is implemented in Ikwoto county and its surrounding communities, The target area covers 5 Payams, Ikwoto Central, Chorokol, Chahari, Imotong and Losite Payams.

The communities living in Ikwoto County are mostly farmers, pastoralists, and small-scale traders. The area has poor infrastructure including bad roads, poor drainage. Droughts are a common occurrence and communities are faced with hunger nearly through the year round. The common health problems affecting the communities include high preference of communicable diseases such as malaria, diarrhea, cholera, and typhoid fever. Insecurity and tensions are high due to the continuing war and road ambushes and killings are common.

3. Purpose, Scope and Objectives of the Evaluation

3.1 Evaluation Purpose

The purpose is to assess the project's progress and achievements against its set goal and outcomes and to make an analysis of factors contributing to achievement/non achievement of its results and to provide lessons learnt for longer term planning and organizational learning. The evaluation will assess the project's relevance, coherence, effectiveness, efficiency, impact and sustainability.

3.2 Evaluation Scope

- The evaluation covers the whole-time span of the project which is Jan 2020 – June 2023.
- Geographical coverage – the evaluation will take place at SSRC HQ and Torit branch and at field level in the villages covered by the project.
- Target groups include staff, volunteers, households members, community groups (mothers to mothers groups, water management committees and community health

groups) community leaders, school clubs and stakeholders at the national, state and county levels.

3.3 Evaluation Objectives

This end line evaluation exercise will seek to achieve the following objectives:

- To assess the relevance, coherence, effectiveness, efficiency, potential impact of interventions as well as, the sustainability of the results.

- Establish end line statistics of the project log frame indicators compared to the benchmark statistics at baseline to assess the level of achievement/non achievement of the project.

- To assess the level of completeness and timeliness of all project deliverables as per the approved work plan and to assess the level of contribution of the outputs towards the achievement of the project goal, objectives, outcome and, impact.

- To highlight lessons learned from the project and make practical recommendations for improvement of future strategies and projects.

- To assess the level of SSRC collaboration and coordination with county, state and national stakeholders in the planning and implementation of the project.

- To determine the extent to which the project addressed the crossing cutting issues of community engagement and accountability (CEA), gender equality, disability inclusion and climate change related outcomes during project implementation and to provide recommendations on how to improve these issues in the future.

3.4. Evaluation Criteria

The basic evaluation criteria of the OECD/DAC will be used in the final evaluation: (1) Relevance, 2) Coherence, (3) Effectiveness, (4) Efficiency, (5) Impact, (6) Sustainability. Additional evaluation criteria from the IFRC Evaluation Framework can be used as appropriate: Adherence to Fundamental Principles and Code of Conduct, Coverage, Connectedness.

4.0 Evaluation Methodology

The evaluation will employ both quantitative (mostly to assess impact) and qualitative methods (to speak to the evaluation criteria). It will be conducted by an external consultant who will be

expected to come up with a detailed methodology, taking into consideration the local context. The consultant will develop appropriate tools and suggest an appropriate sampling methodology and sample size. Data collection methods will include a desk review (relevant context, project, and partnership documents) and primary data collection through household questionnaires, observations, focus group discussions and key informant interviews. Ideally there would be a household survey for which the sampling methodology etc is used and questions are drawn from the indicators as quantitative data. For key information interviews, key stakeholders (village chiefs, County CMO, chairwomen of mother's groups, school headmasters) will be identified. It is recommended that a survey to understand effectiveness and impact of the work done by the volunteers – testing their knowledge first before the evaluation starts, is conducted. The consultant will elaborate their understanding of the terms of reference, proposed methodology, sample size and proposed tools in an inception report which will be discussed and approved by the SSRC PMER Unit and technical project team before the start of the survey. The evaluation will use the following literature for reference and to inform the evaluation process further:

- Project documents- proposal, log frame, M&E plan, risk management plan, sustainability plan
- Existing project reports, monitoring reports
- Project review report and its recommendations
- Related NS documents such as strategic plan, thematic policies and strategies
- Related partners, county and national government documents

5.0 Evaluation Quality & Ethical Standards

The consultant shall take all reasonable steps to ensure that the evaluation is designed and conducted to respect and protect the rights and welfare of the people and communities involved and to ensure that the evaluation is technically accurate and reliable, is conducted in a transparent and impartial manner, and contributes to organizational learning and accountability. Therefore, the evaluation team shall be required to adhere to the evaluation standards and applicable practices as recommended by SSRC and International Federation of Red Cross and Red Crescent Societies which include:

- Utility: Evaluation must be useful and used.
- Feasibility: Evaluation must be realistic, diplomatic, and managed in a sensible, cost effective manner.

- <u>Ethics & Legality</u>: Evaluation must be conducted in an ethical and legal manner, with particular regard for the welfare of those involved in and affected by the evaluation.

- <u>Impartiality & Independence</u>: Evaluation should be impartial, providing a comprehensive and unbiased assessment that considers the views of all stakeholders.

- <u>Transparency</u>: Evaluation activities should reflect an attitude of openness and transparency.

- <u>Accuracy</u>: Evaluation should be technical accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined.

- <u>Participation</u>: Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.

- <u>Collaboration</u>: Collaboration between key operating partners in the survey process improves the legitimacy and utility of the evaluation.

It is also expected that the evaluation will respect the seven Fundamental Principles of the Red Cross and Red Crescent: 1) humanity, 2) impartiality, 3) neutrality, 4) independence, 5) voluntary service, 6) unity, and 7) universality. Further information can be obtained about these principles at: www.ifrc.org/what/values/principles/index.asp

6.0 Key Deliverables

The consultant will be responsible for the following deliverables:

- Inception report - demonstrating understanding of the TOR, detailing the end term evaluation design, sampling methodology & sample frame, evaluation tools, budget and work plan and the evaluation team and their relevant qualifications. The inception report will be reviewed and approved by SSRC before allowing any evaluation activities. The consultant may be called upon to make a presentation of their inception report.

- Enumerator's training and tools testing - the Consultant will be responsible to train the enumerators which is agreed as per inception report, and test the tools agreed. Refinement will be checked after field testing.

- Evaluation execution - according to the agreed sample size and area, beneficiary/ community, and stakeholder coverage. The data collection should be conducted with the support of Mobile Data Collection (Kobo collect) and GPS to map the respondents for future reference.

- Copies of original and cleaned data sets with codebook- The raw data, the database which has been cleaned (both qualitative and quantitative, including original field notes for in-

depth interviews and focus group discussions, as well as recorded audio material), should be submitted together with the report. A simple inventory of material handed over will be part of the record. SSRC will have sole ownership of all final data and any findings shall only be shared or reproduced with the permission of SSRC.

- First draft evaluation report - the report should meet the survey objectives put in this TOR following the outline below:
  - Table of contents
  - Clear executive summary with among others major findings of the evaluation and summary of conclusions and recommendations, dashboard of findings including summary of end-line indicators values.
  - The objectives of the evaluation, methodology and any challenges encountered in the field.
  - A presentation of the findings and the analysis
  - Conclusions
  - Recommendations with clear guidelines of how they can be implemented.
  - Report annexes
- Produce final report based on comments provided by SSRC and Swiss RC on the draft report
- Produce a summary of the findings in a power point presentation format

6.1 Data Disclosure

- The Consultant should deliver, at minimum, all files including: quantitative data sets (raw and refined products), transcripts of qualitative data and others in an easy to read format, and maintain naming conventions and labelling for the use of the project/ program/ initiative and key stakeholders.
- Data must be disaggregated by gender, age and disability (using Washington Group of questions) and other relevant diversity and vulnerabilities (e.g. displacements), etc.
- Datasets must be anonymized with all identifying information removed. Each individual or household should be assigned a unique identifier. Datasets which have been anonymized will be accompanied by a password protected identifier key document to ensure that we are able to return to households or individuals for follow up.
- The Consultant is not allowed to share data, findings, reports etc of this survey, except with the written approval of SSRC. However as the evaluation is done with Swiss RC funds it should be a public document after being finalized.

7.0 Administrative Arrangements

SSRC Responsibility:

- Supervise the work of the Consultant under the responsibility of the SSRC PMER Coordinator and project team. All communications should be addressed to the SSRC PMER Coordinator.
- Ensure the ethics and transparency are upheld during the evaluation, especially the seven fundamental principles.
- Responsible for organizing meetings with the different stakeholders and communities during the survey.
- Consult local authorities for acceptance of the Consultant in the communities.
- All necessary documents will be provided in soft copy by SSRC on time
- Responsibility for some providing comments on draft documents on time.
- Support the field level logistics data collection
- Fund the evaluation

Consultant Responsibility:

- Ensure the actual evaluation is conducted as per the TOR.
- Ensure that the agreed time schedule of the evaluation is adhered to.
- Design a methodology for the collection of quantitative and qualitative data for the evaluation.
- Plan and coordinate the necessary logistics to collect the data in accordance with the selected methodology.
- Organize and facilitate training workshop for data collectors (the consultant will hire the data collectors-usually competent SSRC volunteers are used) and other evaluation team members on evaluation implementation, including the evaluation protocol and tools to be used and pilot testing of the tools.
- Gender balance of data collectors has to be ensured by the consultant.
- Ensure the evaluation is conducted in a gender and disability sensitive way, ensuring that all voices, including those of the most vulnerable are heard and captured in an equal way.
- Develop the data entry template and ensures data entry clerks are trained adequately to assure data quality.
- Collect and analyse available secondary data to augment the evaluation findings.
- Based upon a reading of the programme documents, propose any additional topics or issues for analysis in the evaluation.
- Conduct comparative analysis of the evaluation data with the midterm and baseline findings.

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- Share key findings and insights from the evaluation with relevant staff through consultations.
- Responsible for his or her stationaries and other items needed for the evaluation

- International and national flights/travel will be at the Consultant's responsibility.
- Consultancy fee is expected to cover the Consultant's transport, subsistence needs (food, accommodation, and security) while in the project location SSRC will provide transport without costing local transport in their budget.
- Collect documentaries and videos and document lessons learnt form the project.

Tentative Work Plan:

The entire duration for this evaluation will be spread over the period **15th May- 19th June 2023.** Within this timeframe the consultant will take **35 days** as outlined below. The consultant will develop a detailed workplan (Gantt chart) detailing each phase of the evaluation, specific activities for each phase and the time/dates allocated for each activity.

No.	Deliverable	Who	Duration (timeframe)	No of Consultancy days
1.	Preparation of inception report after first meeting with project staff/ SSRC PMER Unit (Coordinator and team)	Consultant	TBD	2 days
2.	Submission and review/revision of inception report	Consultant	TBD	3 days
3.	Preparation of draft data collection tools/questionnaires for feedback	Consultant	TBD	2 days
4.	Preparation of final data collection tools/questionnaires	Consultant	TBD	1 day
5.	Training of data collectors and pre-testing of tools	Consultant	TBD	3 days
4.	Data collection exercise	Consultant	TBD	10 days
5.	Data analysis	Consultant	TBD	5 days
6.	Facilitate stakeholder's validation workshop	Consultant	TBD	1 day

7.	Prepare draft evaluation report-includes: -Compilation of draft report -Submission of draft report -Presentation of findings to the client	Consultant	TBD	4 days
8	Clients review and comments on draft report	SSRC & FRC	TBD	0 days
9.	Preparation of final report – includes: -Collation of stakeholder comments -Submission of full final report Finalize evaluation report	Consultant	TBD	5 days
	Total Consultancy Days			
				35days

Consultant's Budget:

No.	Description	Unity Type	Quantity	Unit Cost US$	Frequency	Total Cost US$
1.	Consultancy cost[13]					
2.	Travel					
3.	Subsistence(food and accommodation)					
4.	Stationery					
5	Contingency cost					
	Total					

8.0 Qualification Requirements

Education:

- The lead consultant must have at a minimum, Masters' degree in one or more of following areas: Public Health (MSPH, MPH), Epidemiology, Demography, social development/ social sciences or any other relevant related field. He or she must have significant experience in conducting similar studies.
- The lead consultant must put together a multi-skilled team to cover the thematic scope of the project. The team members must have at a minimum a bachelor's degree in the

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[13] Clearly itemized consultancy cost showing the level of effort in days for each member of the consultancy team

above stated areas. The team must have a statistician able to analyse quantitative and qualitative data.

Team members with knowledge of local languages in Ikwoto are critical to the success of this evaluation – most activities and people to be interviewed in communities speak and understand the local languages, translations are not reliable.

Work Experience:

- Over 5 years proven/demonstrable experience in undertaking similar assignments and familiar with South Sudan context, particularly in community health and health system strengthening, and community resilience building..
- Proven knowledge and practical experience in quantitative and qualitative research.

Technical Competencies:

- Excellent knowledge and skills in humanitarian programing and standards including core humanitarian standards;
- Knowledge of health in emergency programming and community health;
- Comprehensive knowledge about participatory data collection methodology and digital/mobile phone data collection methods;
- Knowledge and understanding of community involvement in programming and planning;
- Knowledge and understanding of gender equality and disability inclusion issues
- Excellent organizing, facilitating, presentation, interpersonal communication and report writing skills.
- The lead consultant must have strong analytical skills and ability to clearly synthesize and present findings, draw practical conclusions, make recommendations and to prepare well-written reports
- High level of professionalism and an ability to work independently under tight deadlines.
- Availability for the entire period of the assignment.

Payment Modalities:

The Consultant will have to provide the following documents before payment is effected, and it should be noted that the down payment will be 30% after submission and approval of inception report and 70% after completion of the work and submission and approval of final report.

- o Inception report -30%

- o Final report for the evaluation/ survey-70%

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NB: The contents of the report will be analyzed, and final payment will only be made upon agreement of the final report by South Sudan Red Cross (SSRC) and Swiss Red Cross (SRC).

SUBMISSION DEADLINE:

Interested applicants/ firms are expected to submit **hard copies (hand delivered)** of their detailed CVs showing previous similar experiences and references and a detailed technical narrative and financial proposal of not more than 15 pages (excluding annexes) illustrating their competencies and clearly articulating the strategies they would use, to **the SSRC offices, Tongpiny Area, Ministries Block, Juba, South Sudan**.. Soft copies of application are acceptable and should be sent to **vacancy@ssdredcross.org or tender@ssdredcross.org**. Please include the name and telephone number of the contact person for the application

Suggested Application Format

1) **Introduction:** description of the firm, the firm's qualifications and statutory compliance (max 1 page)
2) **Back ground:** Understanding of the project, context and requirements for services (max 2 pages)
3) **Proposed methodology** - Indicate methods to be used for each indicator and highlight any areas where indicators may need adjustment. The targeted respondents should be indicated for each indicator. Proposed detailed questions should be indicated. Detailed sampling procedure needs to be indicated. (Max 8 pages)
4) **Firms experience** in undertaking assignments of similar from similar context and for specified clients (include a table with: Name of organization, name of assignment, duration of assignment (Dates), reference person contacts (Max 1 pages). Provide as an attachment a report of a previous similar evaluation.
5) **Proposed team** composition and their experience profile and the assigned roles in the evaluation (max 1 page)
6) **Work plan** (Gantt chart of activity and week of implementation)-1 page
7) **Budget** – itemized detailed budget for the assignment (max 1 page)

Deadline for expression of interest is on **9th May 2023**