

Scope of Work (SOW)

MID-TERM EVALUATION OF RESILIENCE THROUGH AGRICULTURE IN SOUTH SUDAN (RASS) ACTIVITY

STTA Title:	Mid-term Evaluation of Resilience through Agriculture in South Sudan (RASS) Activity
Contract Name:	Resilience through Agriculture South Sudan (RASS) Activity
Estimated Period of Performance:	30 calendar days from the contract award date
Place of Performance:	Five States and nine Counties in South Sudan: Wau, Jur River, Pibor, Akobo, Budi, Duk, Panyijar, Balieta, Kapoeta North
Donor:	United States Agency for International Development (USAID)
Sub-contract Partners:	Cooperative for Assistance and Relief Everywhere (CARE) International, International Fertilizer Development Center (IFDC), and the Waterfield Design Group, Inc. (WDG)

1) RASS ACTIVITY DESCRIPTION

The United States Agency for International Development (USAID)-funded Resilience through Agriculture in South Sudan (RASS) Activity is a four-year (2021-2025), project led by Development Alternatives Incorporated (DAI) and its sub-contractor partners: Cooperative for Assistance and Relief Everywhere (CARE) International, International Fertilizer Development Center (IFDC), and the Waterfield Design Group, Inc. (WDG).

The overall purpose of the RASS Activity is to reduce long-term reliance on humanitarian assistance by significantly improving food security, community resilience, and household recovery in up to thirteen livelihood and four private sector productivity priority counties. RASS employs a resilience pathway approach to improve the effectiveness of local systems and strengthen capacities to sustain gender-responsive, diversified, and market-sensitive agricultural production; increase availability of, access to, and utilization of diverse, safe, and affordable diets; and expand opportunities for sustainable, locally driven livelihoods, thereby graduating communities from high Integrated Food Security Phase Classification (IPC) to lower phases, reducing dependence on humanitarian assistance. Taken together, these activities will help graduate communities from crisis, emergency, to less acute phases of food insecurity, and ultimately support a transition from reliance on humanitarian assistance to development and economic growth

2) BACKGROUND

South Sudan's rural areas are generally remote, with poor infrastructure, limited health and education services, weak institutions and human capacity, and a nascent private sector. Largely outside the formal economy, livelihoods are resource-based and often insufficient to enable households to sustain and recover from reoccurring shocks and stresses and break out of poverty. Due to continuous floods in successive years since early 2023, the seasonal deterioration of food security has been exacerbated by persistent macroeconomic challenges that have created high inflation, insufficient food supplies, and livelihood losses. The latest South Sudan Integrated Phase Classification (IPC) estimates that about 7.76 million people (almost two-thirds of the country's population) experience acute food insecurity during the lean season between April and July 2023, which is classified as IPC Phase 3 (Crisis). Among the states with the highest levels of severe acute food insecurity are Upper Nile, Northern Bahr el Ghazal, Jonglei, including Pibor Administrative Area, and Unity, where between 70 and 77 percent of the population is deemed severely

food insecure, including 43,000 people in Jonglei and Unity who are experiencing acute food insecurity at IPC Phase 5 (Catastrophe) levels. According to Food Price Monitoring and Analysis (FPMA) Bulletin #6, released on July 12, 2023, May and June 2023 saw increases in the prices of coarse grains across most East African Community (EAC) countries, exceeding those from the previous year in the sub-region. South Sudan and Sudan recorded exceptionally high prices, resulting from tight supplies and severe macroeconomic difficulties, including a weak currency. The Sudan and South Sudan recorded exceptionally high prices, resulting from tight supplies largely attributed to low production and restricted imports due to Russia's war on Ukraine where most of the grain, especially wheat, is imported. The war in Ukraine has also caused fuel and fertilizer prices to rise across the sub-region, causing transport and production costs to rise exponentially. In addition, severe macroeconomic difficulties, including a weak currency and the ongoing conflict in Sudan exacerbates the situation.

In response to the changing costs of food, fuel, and/or fertilizer, RASS Activity embarked on ramping up agricultural, nutrition, and livelihood activities aimed at improving food security and community household resilience in nine counties across Western Bahr el Ghazal, Unity, Upper Nile, Jonglei, and Eastern Equatoria States. The work increased the program participants' capacities to improve productivity, and consumption of nutrient-dense foods, and secure the harvests through post-harvest management capacity building. RASS also supported Social Behavior Change (SBC) campaigns to promote gender equality through promotions of positive masculinity and intra-household equity, good household nutrition, and hygiene behaviors toward a healthy, safe, and peaceful South Sudan.

3) CONTEXT OF THE CONSULTANCY AND GENERAL TECHNICAL REQUIREMENTS

RASS is seeking the services of a reputable and experienced consultant or consultancy firm to conduct a mid-term evaluation of RASS activity implementation covering October 2021 to September 2023 in nine (9) counties. The overall and primary purpose of this mid-term evaluation is learning-oriented, to guide adaptive management for the remaining period of the RASS activity. There is also an accountability dimension to the mid-term evaluation, to the project's stakeholders, and in particular to USAID, assessing the key project results achieved so far in line with the outcome indicators.

3.1) OBJECTIVES

The purpose of the evaluation is to collect data and report on the relevance, effectiveness, efficiency, coherence, sustainability, and impact of the RASS Activity on the project participants. The RASS Activity is being implemented in alignment with the USAID South Sudan country strategic framework. The work aims at transitioning communities from humanitarian assistance to inclusive development assistance and economic growth. The broad objective of this mid-term evaluation is to conduct an in-depth assessment of the RASS Activity from October 2021 to September 2023. This exercise is expected to document emerging and achieved program results so far and generate insights to inform on the program implementation approaches as well as strategies for the RASS Activity. The evaluation will facilitate the identification and documentation of lessons learned, best practices, and areas requiring improvement in the remaining project period to enable the attainment of desired project outcomes.

Specific the evaluation will:

- Assess the appropriateness of the intervention design and approaches in addressing the identified problems, considering the context, changing scenarios, and adaptability the RASS Activity is using in meeting the needs of the target program participants
- Collect data and report on the relevance, effectiveness, efficiency, coherence, sustainability, and impact of the RASS Activity in alignment with the USAID South Sudan country strategic framework

- Assess the implementation and program’s progress in meeting its expected results and the likelihood of attaining its outcomes and impact as defined in the agreed Performance Management Plan (PMP)
- Re-examine the validity of the RASS proposed theory of change and how the PMP appropriately reflects the capture of these
- Identify the successes, good practices, challenges, and lessons learned across the program, and provide new insight into how to strengthen the program based on the successes
- Identify program drawbacks and furnish recommendations to improve the program delivery approaches and strategies
- Collect data, analyze, and report implementation progress and achievements of results in-line with the three objectives and the six key activity implementation categories
- Assess the synergies between the program and other USAID funded Implementing Partners (IPs)
- Conduct desk analysis for 20 RASS output indicators using shared databases and reports in line with Performance Indicator Reference Sheet (FIRS) guidelines and submit final cumulative achievement/ status report.
- Collect data, analyze, and report achievements of results against the set target for ten (10) selected outcome indicators below in line with PIRS guideline:

Table 1:

S/N	Indicator Title	Baseline Value	LOP Target	Total Achieved Mid Term	% Achieved	Comments on findings
1	<u>EG.3.3-10</u> - Percent of female participants of USG nutrition-sensitive agriculture activities consuming a diet of minimum diversity [IM-level] [EG.3.3-10]	8%	25%			
2	<u>EG.3-10-11-12</u> - Yield of targeted agricultural commodities among program participants with USG assistance [IM-level] EG.3-10,-10, -11,-12	162.332	20% increase			
3	<u>GNDR-2</u> - Percentage of female participants in USG-assisted programs designed to increase access to productive economic resources (assets, credit, income, or employment)	11%	45%			
4	<u>Youth-3</u> - Percentage of participants in USG-assisted programs designed to increase access to productive economic resources who are youth (15-29) YOUTH -3	11%	20%			
5	<u>EG.3.1-2-CUST</u> - Percentage of activity and sub-award scopes which identified specific climate risks and mitigation measures that were utilized in implementing risk-reducing actions to improve resilience to climate change.	0%	60%			
6	<u>EG.3.2-2-CUST</u> - Percentage of participants (Men, Women) who report women’s autonomy in Agric related decision making	34%	45%			

S/N	Indicator Title	Baseline Value	LOP Target	Total Achieved Mid Term	% Achieved	Comments on findings
7	<u>EG.3.2-4-CUST</u> - Percent of participant farmer households with increased asset ownership	8%	30%			
8	<u>EG.3.3-2-CUST</u> - Percent of female participants in USG-assisted programs participating in joint HH decision making	37%	45%			
9	<u>EG.3.3-5-CUST</u> - Food consumption score (FCS)	Poor =65% Border line =21% Acceptable =15%	Poor =20% Border line =60% Acceptable =20%			
10	<u>EG.3.3-6-CUST</u> - Household dietary diversity score (HDDS)	Phase 4+ (0-2 food groups) Baseline =38% Phase 3 (3-4 food groups) Baseline =32% Phase 1-2 (5+ food groups) Baseline =30%	Phase 4+ (0-2 food groups) Target = 5% Phase 3 (3-4 food groups) Target =60% Phase 1-2 (5+ food groups) Target =35%			

3.2) REPORTING REQUIREMENTS

Under the overall supervision of the RASS Chief of Party (COP) and in collaboration with relevant DAI/RASS technical personnel including the Deputy Chief of Party (DCOP), Director of Operations, Objective Leads, Senior Field Supervisors, and other technical MEL/CLA staff, the incumbent will be directly supervised by the MEL/CLA Director. The Consultant or Consultancy firm will be contracted and facilitated by RASS Activity on a fixed fee basis. The Consultant will receive technical direction from the RASS Activity MEL/CLA Director, who will provide technical guidance, and support for all deliverables described under this assignment.

The incumbent is anticipated to collaboratively engage with relevant staff in troubleshooting, working with local stakeholders and counterparts to identify and source information to confirm community buy-in for work conducted and data gathering.

4) PROPOSED DATA COLLECTION METHODOLOGY

Data for the mid-term evaluation shall be collected, analyzed, and reported using a mixed approach method including but not limited to the resilience index and measurement analysis (RIMA), FCS, HDDS, WDDS and Minimum Dietary Diversity-Women (MDD-W). Below are the specific methods:

- a) Qualitative and quantitative methods in gathering information from both primary and secondary data sources.
- b) Household surveys
- c) Focus Group Discussions
- d) Key Informant Interviews
- e) Observation (visit to farms , producer groups and program participant locations)
- f) Review of secondary data - Obtain the latest available data on South Sudan Integrated Food Security Phase Classification: IPC including Household Dietary Diversity Score and Food consumption score (FCS) for nine counties, then conduct subsequent formative research, qualitative assessments in the selected counties such as focus group discussions (FGDs), KIs and barrier analysis to triangulate data and analyze results against the baseline data.

5) EVALUATION QUESTIONS

RASS is proposing the use of the Organization for Economic Co-operation and Development (OECD) program evaluation metrics that focuses on assessing the relevance, coherence, effectiveness, efficiency, impact, and sustainability of the program intervention. These are envisaged to facilitate a determination of whether or not the various interventions including approaches, strategies, programming, and activities are contributing to the overall intended outcomes. Therefore, the following questions shall guide the evaluation processes:

1. How relevant is the project design, and the implementation of its interventions, to the needs and priorities of the target population, paying attention to gender, generation (i.e. different age groups), and other groups within the target population?
2. How relevant is the project to building the resilience of the target population (to gender, generation, and other groups within the target population)?
3. How relevant is the project design in terms of coherence between the three objectives?
4. How relevant is the project to RASS's resilience strategy, and to what extent is it coherent with the South Sudan Partnership for Recovery and Resilience (PFRR) framework?
5. To what extent are the theory of change and assumptions (implicit and explicit) underpinning the project design, holding, and appropriate?
6. To what extent is the project meeting its specific outcomes, and its three objectives, with reference to different groups in the population e.g., women, youth, and under five (U5s) children?
7. What is the likelihood of the project continuing to meet its outcome and outputs by the time the project ends?
8. To what extent have activities been implemented in a timely manner, and what are the contributing factors?
9. How efficient are the implementation modalities of the RASS project, e.g., producer groups, Inclusive Partnership Facility (IPF), training, group-based activities, technological innovation, etc., in terms of the use of resources?
10. To what extent are the partnerships through which the project is working appropriate to, and contributing to the project's effectiveness?
11. How efficient is the partnership model of the RASS activity?
12. How effective are the measures / institutional arrangements that the RASS project has put in place to promote sustainability?
13. What are the prospects for and constraints to the sustainable and continued use of delivered project outputs and outcomes?

6) TASKS

TASK I: Assessment Design and Report Outline Development

Once contracted, the consultancy firm is expected to participate in an inception planning meeting to discuss and agree on the methodology, design, tools, data quality techniques and technical parameters of the assessments, including agreement on the data needed for calculating baseline values. Discussions will also include the proposed outline of evaluation report.

Following the inception planning meeting, the consultant will have to finalize the assessment methodology and design, list of individuals and organizations, proposed data collection tools, and the report outline. The consultant will submit these for review and feedback from the MEL/CLA Director. The consultant will incorporate comments made thereof, and turnaround a final submission.

Prior to any travel to the counties, the consultant will work with the RASS Director of Finance and Operations and Program Team to develop a detailed and realistic program schedule factoring in existing logistical facilities and any required office support needed for the fieldwork.

Deliverable Under Task 1: Inception report with evaluation methodology and design, including: list of individuals and organizations to be contacted with field implementation; final evaluation report outline; and detailed travel schedule for field work. Due Date: no later than five days upon contract signing.

TASK 2: Field Implementation and Data Collection

The Consultant will travel to the nine counties of Wau, Jur River, Pibor, Akobo, Budi, Duk, Panyijar, Baliet, Kapoeta North and work collaboratively with the field activity team to undertake the evaluation following the approved methodology and design. S/he will meet with the list of pre-identified individuals and organizations, informing the MEL/CLA Director of any changes to the field schedule. The consultant will perform field implementation and data collection following the below guidelines:

- Only use pre-approved RASS data collection tools to complete field interviews and data collection in the assigned counties
- Fully protect the identities of all individuals contacted, interviewed, and consulted
- Hold consultative meetings with key community leaders, including youth and gender champions, to request or collect information for the assessments
- Obtain consent for all photos- to be taken or used for the report
- Perform field verification of the information collected, respecting local culture, community-specific context dynamics, and lines of authority
- Fully complete any and all required fields of the approved assessment data collection tool
- Observe local dynamics relative to the technical requirements of the gender assessment and document those observations when appropriate
- Daily check in phone call to the MEL Specialist to debrief on the day's events

Deliverable Under Task 2: Completed raw field data collection and observations using the RASS approved data collection tools. Due date: no later than 24 hours upon returning from the field.

TASK 3: Finalization of the evaluation

Upon approval of task 2 deliverables, the Consultant will collate, synthesize, and analyze the data and information gathered into a coherent, final draft evaluation report. The consultant will include observations from the field that will inform future activity planning as well as a list of recommendations identified through county-level consultations, interviews, and data collection.

Deliverable Under Task 3: Final draft of the evaluation report. Due Date: no later than 5 days upon returning from the field. The remaining 5 days will be reserved for responding to feedback from the RASS review.

Please note that the Questionnaire design, data collection, analysis and report writing must cover all aspects of the RASS activity including three objective areas, six activity implementation categories, 10 evaluation questions and six learning questions aligned to each of the evaluation criteria namely: relevance, effectiveness, efficiency, coherence, sustainability, and impact.

The steps are summarized below

1. Initial interactions in Juba with relevant RASS staff and other stakeholders
2. Based on the findings from step (1) above, development of an evaluation matrix that unpacks the evaluation questions and sub-questions and describes the evaluation methods in terms of data collection, information sources, and how the evaluative judgement would be formed
3. Conduct an Inception Workshop
4. Produce inception report which includes survey methodology, assessment, and research questions and questionnaire design, report outline development, etc.

5. Commence field data collection, concurrently deploying data collectors and supervisors in all nine counties
6. Conduct meetings and interviews with field teams, relevant partners, Relief and Rehabilitation Commission (RRC), community engagement, etc.
7. Household surveys of sampled RASS Activity participants
8. Conduct Focus Group Discussions (FDGs) with producer groups, Village Savings and Loans Associations (VSLA), youth, women, smallholder livestock farmers, mothers/caregivers of under 5 children, and owners of Micro, Small and Medium, Enterprises (MSMEs) Supported by RASS
9. Conduct interviews with Key Informant Interviewees (KIIs) such as community leaders, local authorities, opinion leaders, and various categories of direct program participants including agro-input dealers, Lead Farmers, etc.
10. Visit selected RASS activity sites across the counties
11. Further interviews and meetings in Juba and virtual meetings with relevant DAI home office staff
12. Conduct debriefing sessions with RASS and other relevant stakeholders on the preliminary analysis of evaluation findings, recommendations, and garner feedback and comments
13. Continued analysis, remote interviews and report drafting
14. Submission of the draft evaluation report
15. Back-and-forth review of comments
16. Submission of Final report.

To meet the technical requirements defined in this terms of reference (TOR)/scope of work (SOW), the consultant firm will perform four (4) main deliverables:

Table 2:

Phase	Deliverables	Submission deadline from the contract start date (Day)	Milestone Payment
1	Deliverable 1: Inception report which includes but not limited to the following: (1) Survey methodology and sampling , (2) Evaluation, and research questions and questionnaire design, (3) Final report outline (4) Workplan and timelines	5 calendar days after the contract award	30%
2	Deliverable 2: Community engagement, meetings with key partners, stakeholders and key informants, field quantitative and qualitative data collection, weekly/biweekly meetings or field updates/progress reports debriefing with summary of preliminary findings.	15 Calendar days after the contract award	20%
3	Deliverable 3: Data analysis, submission of draft report with results on assessed indicators.	25 calendar days after the contract award	20%
4	Deliverable 4: Final Report with annexes including fully updated indicator table for the 30 indicators and all assessment raw and cleaned datasets and data quality reports.	5 Calendar days after the contract award	30%

7) QUALIFICATIONS AND EXPERIENCE OF KEY PERSONNEL

The Consultant firm's team must include at least the following key personnel:

7.1) AGRICULTURE AND LIVELIHOOD SPECIALIST

At minimum, the consultant must possess the following:

- Relevant Master's degree in Agriculture, Agricultural Economics, and developmental studies or any other related field
- Experience conducting research, Evaluations and assessments using the following methodologies: The resilience index and measurement analysis (RIMA), FCS, HDDS, WDDS and Minimum Dietary Diversity-Women (MDD-W)
- Proven Strong demonstrated experience of market and value chain assessment of a similar or related assignment. This should be backed up by the number of similar research that has been conducted by the individual or institution
- Minimum experience of 5 years in conducting market and value chain assessment using participatory methodologies with proven results.
- Demonstrated ability to write high quality, methodologically sound, analytical papers in English.
- Excellent organizing, facilitating, presentation, communication, and report writing skills
- Experience using feminist methodologies will be considered an asset
- Experience in facilitating participatory workshops or consultations
- Experience designing and implementing resilience measurement frameworks
- Good knowledge and proven experience in research design, implementation, and data analysis
- South knowledge of the context in South Sudan and the geographic scope of the study
- Experience working or relating with relevant South Sudan authorities including the National Bureau of Statistics (NBS), RRC, State, County, Payam, and Boma administrations.
- Excellent English language and writing skills

7.2) GENDER SPECIALIST

At the minimum, the consultant/s must possess the following:

- Relevant Master's degree in Gender and developmental studies or social sciences.
- Proven Strong demonstrated experience of gender analysis and power analysis of a similar or related assignment. This should be backed up by the number of similar research that has been conducted by the individual or institution.
- Minimum experience of 5 years in conducting gender analysis using participatory methodologies with proven results.
- Clear understanding of USAID Gender Domains
- Specific experience in designing, development, implementation, monitoring and evaluation of Gender and SBC strategies and materials as well as related training
- Demonstrated ability to write high quality, methodologically sound, analytical papers in English.
- Experienced in pre-testing and concept testing SBC approaches and content
- Excellent organizing, facilitating, presentation, communication, and report writing skills.
- Experience using feminist methodologies will be considered an asset.
- Experience in facilitating participatory workshops or consultations
- Good knowledge and proven experience in research design, implementation, and data analysis
- South knowledge of the context in South Sudan and the geographic scope of the study

- Excellent English language and writing skills

7.3) NUTRITION SPECIALIST

At the minimum, the consultant/s must possess the following:

- Relevant Master's degree in Nutrition, Public health, or any other related medical field
- Proven Strong demonstrated experience collecting, analyzing, and reporting on nutrition and food security.
- Experience conducting research, Evaluations and assessments using the following methodologies: The resilience index and measurement analysis (RIMA), SMART surveys, FCS, HDDS, WDDS and Minimum Dietary Diversity-Women (MDD-W)
- Minimum relevant experience of 5 years using participatory methodologies with proven results.
- Demonstrated ability to write high quality, methodologically sound, analytical papers in English.
- Experience using feminist methodologies will be considered an asset.
- Experience in facilitating participatory workshops or consultations
- Good knowledge and proven experience in research design, implementation, and data analysis
- Knowledge of the context in South Sudan and the geographic scope of the study
- Excellent English language and writing skills

8) Place of Performance

The consultant firm will meet with RASS Activity Offices in Juba and then travel to the following nine counties in South Sudan: Wau, Jur River, Pibor, Akobo, Budi, Duk, Panyijar, Baliet, Kapoeta North,

9) RASS Expectations of the Consultant

- The firm shall demonstrate their proven ability to deploy researchers and collect data in all the nine counties simultaneously and complete field data collection with 14 calendar days
- The consultant firm will provide his/her own working laptop with fully functioning Microsoft Word, Excel, and PowerPoint
- The consultant will provide his/her own cell phone and connect to the internet when in the field to remain in contact with RASS Activity, using the Microsoft Teams or other web-based conference, when available including smart phones or tablets for mobile data collection
- Consultant/ firm will directly handle all costs including air tickets, and all other logistics including trainings, staff and enumerators incentives, community mobilization and any other cost associated with conducting the assessments
- The consultant will work closely with the RASS Activity operations team to ensure adherence to travel schedules and to troubleshoot any field implementation challenges
- The consultant is expected to adhere to all security, safety, and restrictions guidelines in the country

10) RASS Activity management and Support to the Consultant firm

RASS Activity will

- i) provide the consultant with relevant project information and documents to facilitate planning, desk review, concept note design, and secondary data analysis
- ii) share available contacts for county-level work and assist in the coordination, booking, and payment of approved regional travel arrangements

- iii) support the consultant remotely throughout the assessment
- iv) review the survey protocols, sampling design, data collection plan
- v) review tools and approve final plan prior to commencing data collection,
- vi) provide technical support and oversight during data collection process,
- vii) support data validation through data reviews to identify outliers, clean the dataset, create new variables in advance of analysis by local consultant
- viii) support to focus the analysis on concepts/ theories upon which the project is designed on.
- viii) review technical report on assessment data that includes conclusions in key areas or risk and areas of intervention focus

I 1) Lessons Learned

The lessons learnt will be documented and shared with RASS team so that they may be taken into consideration for future studies. The documentation of these lessons will be vital for reflection, growth and continued improvement and should be analyzed in line with the following Learning Questions:

- a) Has the Activities support contributed to more sustainable and locally owned development results? If so, how and under what conditions has this been possible?
- b) Are there negative consequences as a result of the Activity support? If so, what are they and how can they be prevented or mitigated?
- c) How does the Activity support the promotion of people with disabilities, youth, and women's economic empowerment? What strategies are most effective? How can youth and women's production increase during the dry season?
- d) How can digital technology help to generate economic activity in remote areas? What interventions are most successful? What is the relationship between community connectivity and resilience?
- e) How is the activity effectively contributing to the integration of nutrition in agriculture in the targeted areas?
- f) What are the key private sector potentials that could lead to diversified livelihood opportunities?

I 2) Logistics

Quotations should be all inclusive, including air return tickets, vehicle hire and all other logistics including trainings, staff and enumerators incentives/per diems, accommodation, community, key informants and stakeholder mobilization and any other cost associated with conducting the assessment.

I 3) Additional Information

- a. Consultant or firm should have the capacity to deploy data collectors simultaneously. in all the nine counties and conclude data collection within 14 calendar days.
- b. Consultants shall be required to sign and abide to DAI Safeguarding Policy (which includes prevention of sexual exploitation and abuse, and behavior protocols)
- c. Consultants shall abide to USAID beneficiary data privacy/management policies

I 4) Payment Terms and Conditions

Consultant submit invoice and shall be paid after the completion of each milestone is approved and signed off by RASS. Please refer to Table 2, milestone deliverables on page 7 for milestone breakdown. The total price of deliverables is inclusive of all costs to include labor, preparation costs, material costs, travel costs, VAT and any other direct or indirect costs necessary to provide services and deliverables under this contract.

15) Ethical Considerations, Confidentiality and Proprietary Interests

- a. The Consultancy Firm holder needs to apply standard ethical principles during the course of the assignment. Some of these must deal with confidentiality of interviewee statements when necessary, refraining from making judgmental remarks about stakeholders.
- b. The consultant shall not grant interview to the press or share results of the assessment without prior written approval.
- c. No direct communication with the client, USAID, without prior written approval.
- d. The incumbent shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the service without prior written consent by the contracting authority. Proprietary interests on all materials and documents prepared by the contract holder under this assignment shall become and remain properties of RASS Activity.