



## TERMS OF REFERENCE (ToR)

### Mid-Term Review for the Horn of Africa Environmental Sustainability and Resilience (HoA-ESR) project.

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#### 1. Background

The Horn of Africa Regional Environment Centre and Network-Addis Ababa University (HoA-REC&N-AAU) is seeking to engage a firm of qualified consultants to conduct a Mid-Term Review (MTR) of the “Horn of Africa Environmental Sustainability and Resilience (HoA-ESR)” project, which is being implemented in the Horn of Africa region since 2019 with a financial support from the Swedish International Development Agency (Sida). HoA-ESR is HoA-REC&N-AAU's second-largest regional programme that brought together six of the Horn of Africa countries, including Djibouti, Ethiopia, Eritrea, Kenya, Somalia (Somaliland), and South Sudan.

The project is designed to strengthen the biodiversity portfolio across transboundary ecosystems and biodiversity hotspots in the selected countries in the Horn region, supporting the countries in their commitments to combating biodiversity loss and environmental degradation; promoting sustainable management of natural resources; and supporting sustainable livelihoods, promoting grassroots peace and security.

#### The goal of the project

The goal of the project is to enhance environmental sustainability and resilience through research, knowledge-based policy, and development as a pathway to promoting sustainable natural resource management, conservation of biodiversity, improving livelihoods and promoting regional integration, peace, and stability in the Horn countries.

#### Thematic components of the project

The project proposes five major thematic components:

1. Landscape restoration, resilience, and sustainable natural resources management,
2. Food security and community resilience
3. Energy security, energy-efficient technology development, and promotion
4. Demand-driven action research (knowledge co-generation and use) for capacity building, evidence-based policy dialogue, and decision making
5. Public-Private Partnerships engagement for landscape restoration and resilience building.

#### Intervention Landscapes

The project is implemented in the following selected intervention landscapes that are environmentally troubled but have a high economic potential for social transformation and are strategically important for improving regional environmental governance, enhancing

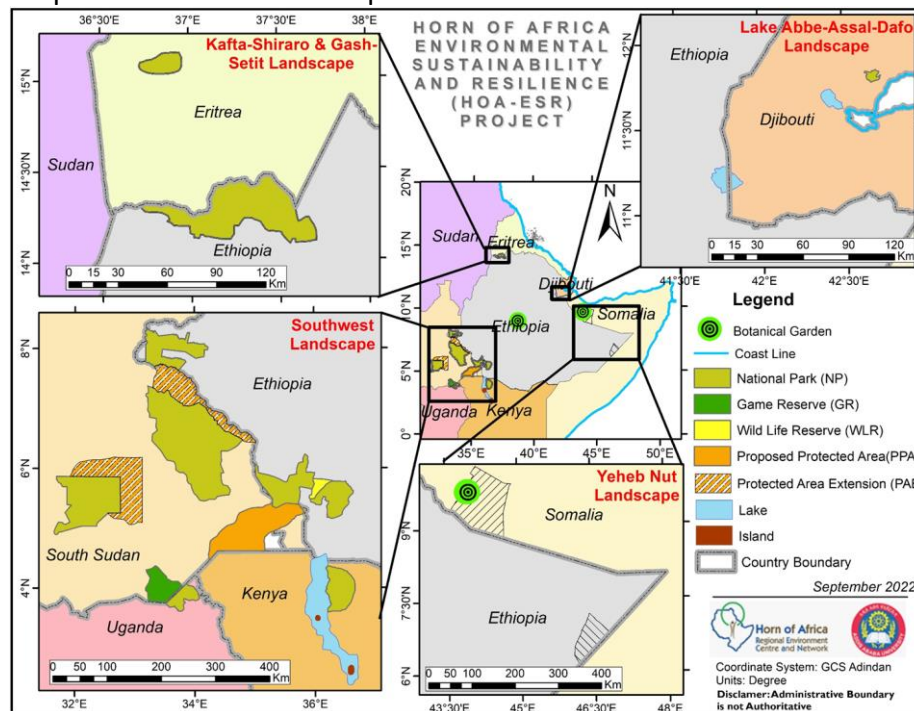
regional cooperation, and promoting peacebuilding in the region (see map1 – intervention landscapes).

1. Intervention landscape 1: Southwest Rift Valley Social Ecological Trans-Boundary Landscape (SW-SEL) (Ethiopia, Kenya & South Sudan)
2. Intervention landscape 2: Lake Abbe and Lake Assal-Dafo (LALA) Trans-boundary Landscape/ Seascape (Ethiopia-Djibouti) c. Intervention landscape
3. 3: Kafta-Shiraro and Gash-Setit (KS-GS) Trans-boundary social-ecological landscape (Ethiopia-Eritrea) now moved to **Borana-Marsabit Landscape**
4. Intervention landscape 4: Geed-Deeble landscape (GD-Botanical Garden) – Somaliland

In Addition to the four landscapes, two projects have also been earmarked for financial support through this regional initiative. These projects include:

5. The Yeheb nut restoration in a transboundary landscape shared between Ethiopia and Somaliland (Somalia) and
6. Abrahamic Garden in the heart of the Gullele Botanic Garden in Addis Ababa, Ethiopia.

Map.1 Intervention landscapes



## 2. Mid-Term HoA-ESR Review

### 2.1 Goals of the MTR:



- A. The main goal of this MTR is to give feedback and advice to HoA-REC&N and implementing organisations, as well as Sida, and assess the progress made in the delivery of project results (activities, outputs, and outcomes) in line with the components contributing to the realisation of the theory of change of the regional initiative.

### 3. Purpose and Objectives of the MTR

The objective of the Mid-Term Review (MTR) is to assess the level of progress being made towards Horn of Africa Environmental Sustainability and Resilience (HoA-ESR) program's agreed results framework, linking to the overall objective, outcomes, outputs, impacts and indicators. The primary purpose of the Mid-Term Review (MTR) is to have an overview of the project's progress to date while attaining a robust understanding of the successes and failures. It shall also be an exercise to gain an external view of the project in its current phase and at the same time relies on the project team to stimulate reflection within the project and to engage a learning process gathering the thinking of target groups, project team and the donor's point of view. This will aim to improve the project performance (impact, effectiveness, efficiency, sustainability, and relevance) and ensure the achievement of HoA-ESR program objective.

Specifically, the MTR is to:

- Undertake analysis of the implemented measures and activities of the project and assess its progress and achievements against the log frame
- Assess the progress of the project in relation to its vision, objective, purpose, and outputs and analyze the theory of change of the project
- Identify the project strengths, weaknesses, constraints, enabling factors, and bottlenecks and formulate recommendations accordingly
- Advise on any adjustments that should be made to the project in order to better achieve the agreed outputs, purpose, and goal; and
- Make the achievements of the project sustainable.

In general, the MTR should highlight the strengths and weaknesses of the project and propose possible reorientations and suggest lines of thought with a view to achieving the objectives by the end of the project period. It should also ensure the sustainability of the actions undertaken after the project ends and indicate how the project may have to be adapted for the remaining project period.

### 4. Organization, Management, and Stakeholders

Based on the Terms of References for the MTR, the consultants are required to develop a proposal on how they deem that the Assignment is to be organized and carried out. This proposal is to be discussed and agreed upon with HoA-REC&N and Sida before the implementation of the same.

## 5. The MTR should effectively: -

- Provide an independent assessment of the performance of HoA-REC&N and its IPs while implementing the HoA-ESR in the respective landscapes and the HoA region against the objectives and Theory of Change (ToC), based on practical analysis applying the Results Based Management approach.
- Assess any risks and their impacts
- Provide feasible recommendations for enhancing outcomes while maintaining focus for the remaining two years. This may include the revision of objectives, result areas and/or content, and the number of activities as well as improvements in the relevant frameworks.
- Give guidance on how activity planning, reporting, and monitoring procedures should be developed to meet the requirements of the cooperation agreement signed between Sida and HoAREC&N.

## 6. Conclusions, Recommendations, and Lessons Learned

Conclusions, lessons learned, and recommendations are expected to be clearly stated in the report with respect to the purpose of the MTR and the suggested questions. However, the monitoring consultant will have to judge when conclusions can be drawn, and with respect to which aspects lessons learned can be presented, and recommendations can be made.

## 7. Approach and Methodology

It is proposed that the MTR be carried out using different methods.

The MTR team should deploy a diverse range of methods, adopting a combination of quantitative and qualitative assessment methods as appropriate. Specifically, these will include a review of documentation including:

- Programme documents, including the baselines and documents of the landscapes.
- Landscape project Action/Work plans and progress reports of the various implementing Partners and the HoA-ESR team at the Centre.
- Technical reports.
- Financial statements.
- Public communication and outreach materials, among others.
- The consultancy work will commence in Addis Ababa, where the HoA-REC&N head office is located.
- It is suggested that for this specific assignment, a total of 10 site visits will be conducted (6 sites in Ethiopia and 4 sites out of Ethiopia (Djibouti, Kenya, South Sudan, and Somaliland)).

- Approaches such as a desk-study, questionnaires, and structured and semi-structured interviews could be mixed. However, the Consultant is expected to elaborate on the proposed methodology in the proposal of the assignment, before initiating the same.
- The MTR team is suggested to have consultations with the following stakeholders
  - a) 10 Implementing Partners:

#### Locations of the MTR

S/N	Country	CSOs/Orgs	Landscape
1	Djibouti	Association Djibouti Nature (AND)	LALA-Day Forest
2	Ethiopia	Ethiopian Wildlife Natural History Society (EWNHS)	Lake Abe – Lake Assal (LALA)
3	South Sudan	South Sudan Nature Conservation Organisation (SSNCO)	Southwest – Badingilo-Boma-Loelle
4	Ethiopia	Gambella Children Community Development Organisation (GCCDO)	South West – Gambella
5	Kenya	Southwest Association of Landowners (SORALO)	Southwest – Turkana-Sibilo
6	Ethiopia	Action for Development (AfD)	South West – Omo Mago
7	Ethiopia	Environment Coffee Forest Forum (ECFF)	Kafta Shiraro – Gash Setit (now Borana-Marsabit)
8	Somaliland	Barwaaqo Voluntary Organisation (BVO)	Geed Deeble- Yeheb Nut restoration
9	Ethiopia	Somali Region Pastoral & Agro-pastoral Research Institute (SoRPARI)	Yeheb nut restoration
10	Ethiopia	Gullele Botanic Garden (GBG)	Abrahamic Garden

- B. HoA-REC&N
- C. Sida

## 8. Time Schedule, Reporting, and Communication

Duration of consultancy

**Estimated timeline of consultancy:** 20 working days 7<sup>th</sup> April to 4<sup>th</sup> May 2023.

- The Consultant shall present a proposal on the set-up and approach of the assignment one week after the signature of the contract at the latest.
- A Draft Report shall be submitted by April 7<sup>th</sup> to 27<sup>th</sup>, 2023 at the latest (see table 1 – timeline)
- It is suggested that stakeholders (IPs, Sida and HoA-REC&N) submit their comments on the Draft Report by April 28<sup>th</sup> to 30<sup>th</sup>, 2023 at the latest (see table 1, timelines).
- The Consultant is thereafter required to submit the Final Report by 4<sup>th</sup> May 2023 at the latest (see Table 1, timelines).
- The consultant shall suggest a specified time and work plan in the tender and finalize it in the Proposal.
- All reports shall be written in the English language and submitted to Mr. John Ajjugo [ajjugo@gmail.com](mailto:ajjugo@gmail.com)
- The final report shall not exceed 70 pages (excluding Annexes) and shall contain an Executive Summary which shall include the main conclusions and recommendations.
- The Consultant shall immediately inform and contact Mr. John Ajjugo should unforeseen circumstances prevent the evaluator from pursuing the evaluation as planned or if the evaluator has any other questions or queries with respect to the Assignment may also be put to the same.

### Timelines - summary

Floating bid	March 7 <sup>th</sup> to 23 <sup>th</sup> , 2023	
Technical proposal evaluation	March 23 <sup>rd</sup> to 27 <sup>th</sup> , 2023	
Announcing technical evaluation results	March 27 <sup>th</sup> , 2023	Sent to their emails
Financial proposal opening	April 3 <sup>rd</sup> , 2023	
Contracting	April 7 <sup>th</sup> , 2023	
Inception – proposed methodology presentation	April 11 <sup>th</sup> , 2023	At HoA-REC&N HQ
Draft report	April 11 <sup>th</sup> to 27 <sup>th</sup> , 2023	
Comments on the Draft Report	April 28 <sup>th</sup> to 30 <sup>th</sup> , 2023	
Final Report	4 <sup>th</sup> May 2023	Submission



The general objective of the MTR is to assess the results of the project and inform any need for adjustment, as the project enters its final year.

The specific objectives are:

1. Determine the need for review and adjustment of the project, taking into account the disruptions that ensued due to Covid 19 situations.
2. Deploy insights gained during field visits and interviews to provide recommendations for strengthening the project management and financial management capacities of the IPs and HoA-REC&N, as well as the oversight role of Sida.
3. Assess the achievements and important milestones in the intervention sites; and
4. Meet the beneficiaries and landscape community and assess the results from the perspectives of beneficiaries.

## 9. Reporting and outputs/deliverables

1. The reports of the MTR team shall be presented to Sida and HoA-REC&N.
2. Any recommendations arising from the evaluations shall be addressed to Sida in a Management Response, which includes actions, deadlines, and responsibility.

To effectively undertake this service, the MTR team is expected to produce:

1. An inception report including **work plan**, one week after the signing of the contract. The inception report will include detailed methodology, assessment tools and time plan with the travel plan to the regional countries. This would enable discussions with HoA-REC&N on activities and provision of support, as required. A debriefing session with the Implementing partners should be part of the plan.
2. A **draft mid-term review report** which shall be concise reflecting the level of efforts and progress made in accordance with the thematic areas of the HoA-ESR. The draft report will be shared with the HoA-REC&N, the implementing partners in Djibouti, Ethiopia, Kenya, Somalia (Somaliland), and South Sudan, and Sida for further reflections.
3. **Presentation** of the report in a validation (annual review workshop)
4. A **final MTR report**, in soft copy, to be submitted to Sida at a maximum of two weeks after receiving the consolidated written comments from HoA-REC&N and Sida

## 10. Qualifications and experience

A qualified Consultancy FIRM with sufficient knowledge about the landscape approach to sustainable development, can apply to conduct the MTR. A team of two qualified experts (one to be a team leader with experience and exposure to biodiversity conservation, climate change, and sustainable development-related projects/programmes and evaluations, in the Horn of Africa, other regions or globally) and the second team member be a national expert from any of the HoA-ESR implementing countries with adequate knowledge of sustainable



development, biodiversity conservation and climate change challenges in the Horn of Africa countries.

The qualifications of experts for this assignment shall include:

- 10.1 Master’s degree or above in Environmental Studies, biodiversity conservation, Climate Change, Natural Resource Management or a related field
- 10.2 At least ten years’ experience in implementing, reviewing, and evaluating landscape management programmes for the international MTR leader and at least five years for the national expert
- 10.3 Ability to travel to the countries in the Horn of Africa region where HoA-ESR projects are implemented
- 10.4 Excellent written and spoken English, with knowledge of French, as an additional asset
- 10.5 Work experience in the Horn of Africa is preferred.

**Work schedule**

Deliverables	Allocated number of days	Review and feedback

**11.Evaluation quality and ethical standards**

The MTR team shall take all reasonable steps to ensure that disruption to ongoing programme implementation is minimized.

- 11.1 MTR will adhere to the ethical and quality standards as outlined in the Quality Standards for Development Evaluation of the Development Assistance Committee (DAC) of the OECD at:  
<http://www.oecd.org/development/evaluation/qualitystandards.pdf>
- 11.2 The Evaluators shall use the Sida OECD/DAC Glossary of Key Terms in Evaluation
- 11.3 Evaluations should be utilization-focused, such as customized to the intended users of the evaluation and the intended use of the evaluation; the process shall be designed, conducted, and reported to meet the needs of the intended users
- 11.4 Any recommendations arising from the evaluations shall be addressed to Sida in a Management Response, which includes actions, deadlines, and responsibility.

**12.Logistics**

HoA-REC&N and the implementing partners will provide flight tickets and local transport services for the two consultants during the field visits to the implementing landscapes. The consultants shall plan for their accommodations.





**Horn of Africa**  
Regional Environment  
Centre and Network



### **13. Payment schedule**

A contract will be agreed upon and signed by Authorized consultant representative and HoA-REC&N. The disbursement of funds will be as follows:

- 13.1 The consulting firm will receive 20 % of the total agreed-upon payment, upon submission of inception report and approval.
- 13.2 40 % will be disbursed upon submission and approval of the draft report
- 13.3 40 % will be paid upon submission and approval of the final report.

### **14. Submission of proposals and evaluation**

Interested and qualified consultants can submit their **technical and financial proposals** before or on 23<sup>rd</sup> March 2023, 11:00am (see timelines). The technical and financial proposals should be sealed in separate envelopes. The two separate sealed envelopes of technical and financial proposals should be submitted in a sealed envelope. The results of the technical evaluation of technical proposals will be officially communicated to all participating bidders. Financial proposals will be opened only for technically qualified proposals. The evaluation method will be 30/70.