

CALL FOR EXPRESSION OF INTEREST

| | |
|------------------------------|------------------------------------|
| Consultancy title | Evaluation Team – EboSursy Project |
| Type of contract | Consultancy contract |
| Location | Home based |
| Starting date | 01/12/2020 |
| Expected working days | 20 to 25 days |
| Expected duration | January – April 2020 |
| Application deadline | 8 January 2020 |

1. CONTEXT

1.1 BACKGROUND

The World Organisation for Animal Health (OIE) is the intergovernmental organisation responsible for improving animal health worldwide. The standards it develops for the trade of live animals and products of animal origin are recognized by the World Trade Organization as reference international sanitary rules (<http://www.oie.int/fr/>).

The OIE, then known as the « Office international des épizooties », was created on the 25th of January, 1924. Its headquarters are based in Paris. It comprises 182 Member Countries and is present on all continents through 13 Representations or Bureaus in total.

1.2 PURPOSE

In 2014-2016, the West African Ebola Virus Disease (EVD) epidemic underscored the risks linked to inadequate disease detection, prevention and response mechanisms, and the importance to strengthen public and animal health systems. The epidemic also raised a series of unanswered questions and defining challenges – at the human-animal interface – that need to be brought into the spotlight so as to reduce the vulnerability of societies to infectious disease threats that spread across national and international borders.

In December 2016, the World Organisation for Animal Health (OIE) received a grant from the European Union to implement the EBO-SURSY project “Capacity building and surveillance for Ebola Virus Disease (EVD)”. The project is being implemented over a five-year period (2017-2021). The general objective of the Project is to strengthen national and regional early detection systems in wildlife in 10 West and Central Africa countries using a One Health approach to better detect, differentiate and prevent future EVD outbreaks or outbreaks of other emerging zoonotic pathogens.

The project is being implemented over a five-year period (2017-2021). Entering the last year of activities, the OIE wishes to carry out an external evaluation with a dual purpose to i) assess results to date and ii) leverage lessons-learned for a potential follow-up of the project and/or other similar initiatives.

2. DUTIES AND RESPONSIBILITIES

2.1 OBJECTIVES OF THE ASSIGNMENT AND SCOPE OF WORK

The objectives of this review are to:

- a) Assess the design, implementation and results of the EboSursy Project with regards to its objectives; findings should result in recommendations to be implemented within the current framework of the Project to ensure that objectives are reached.
- b) Review the Project's approach and identify critical strengths and/or weaknesses, analysing lessons learned, with recommendations to inform the design of the approach and activities of a potential second phase for this project and any future similar project that the OIE would be interested in undertaking.

This evaluation should be based on best practices in the field. The recently updated set of criteria as defined by the Development Assistance Committee may be used as a basis; however, the selected tenderer is expected to identify and finalise with the OIE the most adapted criteria, evaluation questions and methodology based on available data.

2.2 EXPECTED OUTPUTS AND DELIVERABLES

The detailed Evaluation TORs, including the scope of the evaluation, the expected methodology, deliverables and schedule are annexed to this document. The evaluation is expected to be carried out according to four main phases as described in annex, including the expected deliverables for each phase (at a minimum). Deliverables must be provided in English and will be validated by the OIE before engagement in the following phase.

The preliminary planning for the evaluation is as follows:

| Phase of the project | Deliverable | Deadline |
|----------------------|--|-----------------|
| Preparatory phase | Evaluation schedule Evaluation management process Draft report structure | 15 January 2021 |
| Desktop review phase | Inception report (incl. evaluation matrix and revised evaluation schedule) Revised report structure | 31 January 2021 |
| Analysis phase | Draft report | 12 March 2021 |
| Finalisation phase | Final report | 16 April 2021 |

3. QUALIFICATIONS AND EXPERIENCE

The Evaluation Team may be made up of a single or multiple consultant(s) and must have the following expertise and qualification across its members

Team leader

- A Master's degree in a relevant field
- At least 10 years of experience in project or programme M&E working with international organisations, institutional structures and donors
- Previous experience in monitoring and evaluation of international development/research projects in animal and/or public health

Team member(s) (if relevant)

- A Master's degree in a relevant discipline (health planning, animal or public health, epidemiology, wildlife conservation...)
- At least 8 years of experience working on animal or public health programmes at regional or international level
- Expertise in the institutional strengthening of animal health and/or public health systems

Additionally, one or more team member must be able to show:

- Knowledge and understanding of international and country-level implementation of the One Health concept
- Knowledge of the OIE mandate and programmes
- Knowledge of the organisation of Veterinary Services and scientific organisations in the African context
- Professional proficiency in English

Minimum requirements for all team members:

- Strong analytical and research skills
- Excellent written and verbal communication skills in French

4. WORK ARRANGEMENTS

4.1 ORGANISATION OF THE WORK

The Evaluator or Evaluation Team will be responsible for co-developing the methodology and conducting the evaluation. They will work in consultation with the Performance & Change Management Unit, which will provide overall management of the evaluation, validation of deliverables and guidance on the implementation of the evaluation schedule.

The EBO-SURSY Project Coordination Team which manages the Project on a daily basis will work closely with the Evaluation Team, providing data and input throughout the evaluation as well as comments on the draft report. It will also coordinate the management response to the evaluation.

The OIE Director General will be responsible for ensuring the dissemination of the evaluation and its management response.

4.1 PAYMENT SCHEDULE

The following schedule of payments will be finalised in the Contract based on the agreed-upon workplan and set of deliverables:

- Thirty percent (30%) of the total price will be paid after validation by the OIE of the inception report and revised report structure
- The balance payment will be issued upon reception and validation by the OIE of the final report.

Payment throughout the Contract will be made upon receipt of the corresponding undisputed invoice, which should be raised after validation of each deliverable. The OIE will proceed to the payment of undisputed invoices within 45 days of their reception by bank transfer or cheque.

5. STRUCTURE OF THE RESPONSE

Interested consultants should provide:

- A cover letter detailing their interest and past experience relevant to this assignment (no longer than 2 pages);



- A CV (no longer than 3 pages for each consultant);
- The Declaration of Integrity, dated and signed (one per consultant, or one for the group if it is a legal entity)
- Expected daily rates.

6. RESPONSE PROCEDURE

The OIE places high value on a multicultural and positive work environment and seeks gender and geographical balance in its international consultants. The OIE welcomes applications of all qualified candidates, irrespective of their ethnic origin, gender, opinions or beliefs.

If you are interested in the position, please complete your application online by **8 January 2020** at the latest by clicking on the link below.

The OIE, as a data controller, will process the personal data you provide in the application form for the purposes of identifying a suitable consultant to support its work. The data collected will be processed internally for the aforementioned purposes and it shall be kept for 5 years. You have rights to access and rectify your personal data, as well as to request erasure and obtain data portability under certain circumstances. You may withdraw your consent to the processing of your data at any time by contacting s.muset@oie.int. To exercise these rights or if you have any questions about the processing of your data, you can contact our data protection officer at dpo@oie.int. For more information check our Privacy Policy: <https://www.oie.int/en/privacy-policy/>.

[APPLY HERE](#)

Should you have any questions, please contact the Project manager at s.muset@oie.int.



ANNEX 1 - DECLARATION OF INTEGRITY

.....(the Tenderer) hereby declares that:

- is not bankrupt or under mandatory liquidation, is not having its affairs administered by the courts, has not entered into an arrangement with creditors, is not the subject of proceedings concerning its business activities, or is not in any similar situation arising from a procedure provided for in national legislation or regulations;
- it or a person having powers of representation, decision-making or control over it or a member of an administrative, a management or a supervisory body has not been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organization, money laundering, offences linked to terrorist activities, child labour, human trafficking, creating or being a shell company or any other irregular or illegal activity ;
- it or persons having powers of representation, decision-making or control over it have not been guilty of professional misconduct, including misrepresentation.
- it is in compliance with all its obligations relating to the payment of social security contributions and of taxes in accordance with the national legislation or regulations of the country in which the Tenderer is established;
- it does not have any conflict of interest arising from economic interests, political or national affinities, family or emotional ties, or any other relevant connection or shared interest in connection with any definitive agreement that may be entered into between the Tenderer and the OIE ("Contract") as a result of the tendering process;
- it will inform, without delay, the World Organisation for Animal Health (OIE) of any situation constituting a conflict of interest or which could give rise to a conflict of interest;
- no offer of any type whatsoever from which an advantage can be derived under the Contract has been or will be made;
- it has not granted and will not grant, has not sought and will not seek, has not attempted and will not attempt to obtain, and has not accepted and will not accept, any advantage, financial or in kind, to or from any party whatsoever, constituting an illegal practice or involving corruption, either directly or indirectly, as an incentive or reward relating to the award of the Contract;
- it is not misrepresentating, either knowingly or negligently, in supplying any of the information requested by the OIE.

The Tenderer acknowledges and agrees that the OIE reserves the right to check the above-mentioned declarations and to request further information to its satisfaction, and undertakes to provide documentary evidence upon request. The Tenderer further acknowledges that failure to disclose relevant information or a false statement may result in the disqualification of the Tenderer from the tendering process, the withdrawal of any proposition of a Contract by the OIE, or the termination with immediate effect of the Contract if it has already been awarded.

Entity name:

Address:

.....

.....

Name and Title of duly authorized representative:

Date:

Signature:



Organisation
Mondiale
de la Santé
Animale

World
Organisation
for Animal
Health

Organización
Mundial
de Sanidad
Animal

ANNEX 2 - TERMS OF REFERENCE (ToR)

Evaluation of the EBO-SURSY Project

EBO-SURSY Project 'Capacity building and surveillance for Ebola Virus Disease (EVD)'

Background and Context

In 2014-2016, the West African Ebola Virus Disease (EVD) epidemic underscored the risks linked to inadequate disease detection, prevention and response mechanisms, and the importance to strengthen public and animal health systems. The epidemic also raised a series of unanswered questions and defining challenges – at the human-animal interface – that need to be brought into the spotlight so as to reduce the vulnerability of societies to infectious disease threats that spread across national and international borders.

In December 2016, the World Organisation for Animal Health (OIE) received a grant from the European Union to implement the EBO-SURSY project "Capacity building and surveillance for Ebola Virus Disease (EVD)". The project is being implemented over a five-year period (2017-2021). To implement this project, the OIE has partnered with the Centre de coopération Internationale en Recherche Agronomique pour le Développement (CIRAD), Institut de Recherche pour le Développement (IRD), and Institut Pasteur.

Project Objectives

The General Objective of the Project is to strengthen national and regional early detection systems in wildlife in 10 West and Central Africa countries (Côte d'Ivoire, Cameroon, Central African Republic, Democratic Republic of the Congo, Gabon, Guinea, Liberia, Republic of the Congo, Senegal and Sierra Leone) using a One Health approach to better detect, differentiate and prevent future EVD outbreaks or outbreaks of other emerging zoonotic pathogens.

The main Specific Objectives of the Project are:

- Specific Objective 1: Building institutional and 'One Health' capacity through teaching and training
 - Sub-objective 1.1: Increased reporting into the OIE World Animal Health Information System (WAHIS)
 - Sub-objective 1.2: Alignment of human and animal health surveillance systems
- Specific Objective 2: Contribute to increasing the communities' awareness of zoonotic diseases
- Specific Objective 3: Reinforcing zoonotic disease surveillance protocols through field investigations and improved diagnostic assays
 - Sub-objective 3.1: Developing predictive models and risk assessment tools based on understanding of the transmission cycle, including potential wildlife reservoirs for Viral Haemorrhagic Fevers (VHF viruses) and environmental factors; and
 - Sub-objective 3.2: Identifying and assessing through epidemiological investigations, major health risks (real or perceived) associated with wildlife, bushmeat and human activities in Africa.

Project directs beneficiaries in targeted countries

- Veterinary Services central and local level, especially OIE Delegates and Focal Points
- Veterinary and Public Health laboratory personnel
- Wildlife Services central and local level
- Public Health Services central and local level
- At risk local communities

About the implementing partners

- **The OIE**

The [World Organisation for Animal Health](#) places infectious diseases at the core of its mandate. The Organisation supports Veterinary Services in 182 Member Countries to be prepared to prevent and control

the spread of animal-related diseases. The OIE's Regional and Sub-Regional Representations, spanning five continents, effectively provide regionally customised services to its Members. All the countries participating in the Project are Members of the OIE. The EBO-SURSY Project aligns with the OIE's promotion of the One Health concept as a collaborative, global approach for understanding and acting upon risks at the human and animal health interface (including wildlife), as well as ecosystem health. Through this EU-funded project, the OIE aims to provide countries with external expertise to conduct epidemiological surveillance and supports countries' involvement in assessments and training workshops to institutionalise national One Health collaboration.

- **IRD**

A multi-disciplinary French public research establishment, the French National [Research Institute for Sustainable Development](#) takes an original approach to research, expertise, training and knowledge-sharing for the benefit of countries and regions, making science and innovation key drivers in their development. IRD researchers and their local partners, were previously involved in monitoring and enhancing the response capacity in Gabon, Congo, the DRC and Guinea to EVD outbreaks – developing significant institutional capacities in the process. Indeed, IRD has played a major role in training scientists throughout Africa and was also among the first to conduct studies on the role of wildlife in Ebola transmission to humans.

IRD research undertaken to date has enabled the development of serological and molecular assays adapted to the screening of large sample sets. IRD teams are also collecting samples from wildlife, such as bats and bush meat, to screen for EVD infection in over 20,000 existing samples. IRD is also facilitating the collection of additional samples as well as coordinating field and laboratory studies, performing molecular biology and serology diagnosis, and developing a taxonomy of mammals (rodents and bats).

- a. **The Institut Pasteur**

The [Institut Pasteur](#) is a private foundation with officially recognized charitable status set up by Louis Pasteur in 1887 and inaugurated on November 14th, 1888, has been, for the past 130 years, an internationally renowned center for biomedical research with a network of 32 institutes worldwide. In the pursuit of its mission to prevent and fight against diseases in France and throughout the world, the Institut Pasteur operates in four main areas: scientific and medical research, public health and health monitoring, teaching, and business development and technology transfer.

The Institut Pasteur's teams and partners (Dakar, Abidjan, Yaoundé, Bangui, Conakry...) work on a number of zoonoses, focusing on their clinical, epidemiological and ecological aspects as well as diagnosis and viro-molecular characterization. In addition to Ebola and other viral hemorrhagic fevers, its research, which brings together local actors during field missions and laboratory work both through the institutes of its International Network and the Institut Pasteur in Paris, also includes retroviruses like HTLV-1 and foamy viruses as well as certain arboviruses, hanta-viruses and monkey pox, among others. The Institut Pasteur's work aims to enhance understanding of the epidemiological cycles of these viruses as well as the mechanisms of transmission not only between different animal species, but also from animals to humans and, of course, between humans. These data could be used to encourage local public health actors to support initiatives that reduce the impact of these zoonoses in the human and animal populations of affected regions.

- **CIRAD**

The *Centre de coopération internationale en recherche agronomique pour le développement* ([CIRAD](#)) is the French agricultural research and international cooperation organisation dedicated to the sustainable development of tropical and Mediterranean regions. It is a public industrial and commercial enterprise under the joint authority of the French Ministry of Higher Education and Research and the Ministry of Foreign Affairs and is both a research institution and a recognised OIE Reference Laboratory.

CIRAD works hand-in-hand with local communities and the local environment, on complex, ever-changing issues, including food security, ecological intensification, emerging diseases and the future of agriculture in developing countries. Within the context of the EBO-SURSY Project, CIRAD is studying the bat species suspected of being the natural maintenance hosts of the Ebola virus in order to better understand inter-species transmission mechanisms and the environmental factors likely to promote the emergence or re-emergence of EVD. Aiming to strengthen control over epidemics, CIRAD is working with local partners and

populations to establish participatory surveillance systems; that rapidly detect the emergence of EVD and other zoonotic diseases as well as to identify the human behaviours likely to facilitate the interspecies transmission of diseases.

Purpose of the Evaluation

The key stakeholders of the evaluation are the OIE, its scientific partners, Veterinary Services and the Project's donor.

The evaluation has a dual purpose. Firstly, the evaluation will determine to what extent the Project's design and its activities are relevant to achieving its objectives, whether the intervention logic is consistent and aligned to OIE's mandate and thematic priorities. The findings of this part of the evaluation should result in recommendations and comprehensive proposals for future activities to be implemented within the current framework of the Project.

Secondly, the evaluation will help to understand the critical strengths and/or weaknesses that need to be addressed in any future project design and content. Emphasis on lessons learned and best practices, an analysis of what has and has not worked to guide future planning and project design and recommendations resulting from the evaluation will be key to inform the design of the approach and activities of a potential second phase for this project and any future similar project that the OIE would be interested in undertaking.

Scope of the evaluation

The evaluation will evaluate the project's implementation period, from the start date of the project until the time the evaluation takes place, i.e. activities carried out from 2017 to mid-2020. The evaluation will focus on all 10 targeted countries, including in-person travel to a limited selection of countries (two or three).

The evaluation will consider and address the following areas: Project design, governance and management; project activities; coordination engagement and partnerships with the Veterinary Services, scientific partners and with other field partners. The evaluation will furthermore assess results achieved to date as well as the relevance of partnerships established, and the responsiveness of the project management approach

Objectives of the Evaluation

The evaluation will determine as systematically and objectively as possible the relevance, efficiency, achievements and sustainability of the Project. To this end, the evaluation will:

- Assess the achievements of the Project to date against its key objectives, including examination of the relevance of the objectives, scope, design and project management strategies;
- Identify factors, that have facilitated or impeded the achievement of the objectives, taking into account stakeholders' needs;
- Provide information on the nature, extent and where possible, the potential impact and sustainability of the Project;
- Capture and analyse lessons learned and best practices obtained during the implementation period to formulate corrective recommendations and inform any future project design.

Evaluation Questions

Evaluation questions will be reviewed and finalised with the Evaluation Team during the inception phase of the evaluation. Preliminary evaluation questions and focus are presented below.

b. Relevance

The evaluation will focus on the overall relevance of the Project regarding local and national requirements and priorities, and determine if the design and thematic of the Project meet the needs of the beneficiaries and of the OIE. The evaluation will also look at whether activities and strategies identified were realistic, appropriate and adequate to achieve results in a changing context, in the perspective of informing the end of the Project and any future similar endeavour.

1. To what extent do the Project's objectives and scope contribute to target countries' national and regional strategies to strengthen early detection systems in wildlife through a One Health approach?
2. To what extent was the methodological design relevant to the objectives of the Project, and how well did it adapt to the evolution of the project in time?

c. Effectiveness

The evaluation will look at the major factors influencing the achievement or non-achievement of the objectives within the allotted project timeframe and determine if the strategies and tools used in the implementation of the Project were indeed effective in delivering the desired results in each country. In addition, lessons learned shall be collected and the strengths, weaknesses, opportunities and threats of the project's implementation process identified. The evaluation will also look at the effectiveness of the OIE's relationship with its scientific partners.

3. To what extent is the Project set-up, including its management, structure, and processes, effective in delivering on objectives across target countries?
4. How well has the OIE's partnership with scientific partners contributed to the effective implementation of the Project?

d. Efficiency

The evaluation will look at the cost-efficiency of the activities, at the timely achievement of the objectives and at the efficiency of Project implementation compared to alternative approaches. In addition, the process of achieving results should be partially reviewed for the first three years of Project implementation to assess its efficiency, in order to identify if a different approach would have produced better results with similar inputs to inform the last year implementation of the project. Finally, it will be interesting to look at how the project's financial management (especially practices that have an impact on activities such as use of per diem, availability of funds to implement activities at the field level etc...) affected the project implementation.

5. How well has the Project delivered to date and to what extent it is likely to reach its objectives by 2021?
6. To what extent have results been achieved cost-efficiently, and are there alternative project models that could achieve similar or better results in a more efficient manner?

e. Sustainability

The evaluation will describe key factors that will require attention in order to capitalize on achievements made in/by each country to date, such as project's collaboration with different stakeholders, and the potential for replication of the approach and ensure they are sustainable after Project completion. It will look at how the level of capacity that was achieved under the Project is sufficient to support longer term impact (including contributing factors and constraints).

7. To what extent have target countries gained sufficient capacity for the benefits of the Project to be sustained over time?
8. Have key sustainability factors and constraints been identified and what steps should be taken to build on results achieved in the longer term?

Methodology for Evaluation

The Evaluation Team will consist of an evaluator or a team of evaluators (2/3 people) working under the guidance of the Performance & Change Management Unit (PCMU) of the OIE with support from the EBO-SURSY Project Coordination Team. The evaluation will be carried out:

- In keeping with agreed evaluation standards and requirements;
- Through analyses of various evidence-based sources of information;
- Based on a participatory approach, which seeks the views and assessments of all parties
- In conducting desk study and review of all relevant project documentation including project documents, project management plan, work-plans, project progress reports, annual project reports, Consortium, Advisory and Programme Committees meeting reports, Missions reports, communication pieces.

- By providing quantitative and qualitative data

Achievements will be assessed against the objectives and indicators set out in the project documents and in the logical framework.

Duration of the Evaluation

The evaluation is expected to start in between July and September 2020 for an estimated duration of 32 working days. A provisional timetable is provided below; dates may be adapted to the development of the process including availability of stakeholders and OIE staff. Subject to international and national health restrictions on travel, the Evaluation Team will be expected to visit selected project sites and to conduct interviews with various stakeholders in the field before the end of November 2020.

Expected Deliverables:

The following deliverables are expected:

1. **Inception Report:** The Evaluation Team will prepare an inception report which will provide OIE, its partners and key stakeholders the opportunity to verify that they share the same understanding about the evaluation's objectives. The inception report will outline the scope of work, intended work plan and analysis and should detail the evaluators' understanding of what is being evaluated and why. It will include an evaluation matrix showing how each evaluation question will be answered by way of: proposed methods; proposed sources of data; and data collection procedures. The inception report should include a proposed schedule of tasks, activities and deliverables, designating a team member with the lead responsibility for each task or product. A preliminary report structure and the schedule for the development of the report (validation of the structure, draft report submission, final report submission, comments integration) will also be defined and validated to structure the evaluation planning; either as part of the inception report or as a follow-up.
2. **Draft report:** a preliminary draft report will be reviewed by the OIE to ensure compliance with the evaluation TORs and a revised Draft Report will be circulated among key stakeholders, including:
 - The OIE and Consortium partners
 - Representatives of the Veterinary Services;
3. **Final Report:** the final report will be finalised by the Evaluation Team and the PCMU and is the responsibility of the OIE. It will be prepared in French, following the validated structure, and provide evidence in response to the evaluation questions and in line with the evaluation TORs. The content and structure of the final analytical report with findings, recommendations and lessons learnt covering the scope of the evaluation should meet the requirements of the agreed process. A preliminary structure, to be reviewed with the Evaluation Team, is outlined below:
 - Executive summary
 - Introduction
 - Methodology
 - Key findings
 - Analysis
 - Recommendations
 - Conclusions
 - Appendices: Charts, terms of reference, field visits, people interviewed, documents reviewed

Required expertise and qualification

The Evaluation Team must have the following expertise and qualification across its members

Team leader

- A Master's degree in a relevant field
- At least 10 years of experience in project or programme M&E working with international organisations, institutional structures and donors

- Previous experience in monitoring and evaluation of international development/research projects in animal and/or public health

Team member(s)

- A Master's degree in a relevant discipline (health planning, animal or public health, epidemiology, wildlife conservation...)
- At least 8 years of experience working on animal or public health programmes at regional or international level
- Expertise in the institutional strengthening of animal health and/or public health systems

Additionally, one or more team member must be able to show:

- Knowledge and understanding of international and country-level implementation of the One Health concept
- Knowledge about the OIE mandate and programmes
- Knowledge of the organisation of Veterinary Services and scientific organisations in the African context
- Professional proficiency in English

Minimum requirements for all team members:

- Strong analytical and research skills
- Excellent written and verbal communication skills in French

Management Arrangement

The evaluation will be managed by the PCMU which is responsible for the conduct of the evaluation process and the delivery of the final report. The PCMU will identify the external evaluation experts, finalise the methodology with the selected Evaluation Team, and organize the work of the team in close consultation with the Project Coordination. It will be responsible for the quality control of the draft and final reports according to agreed-upon criteria. It will also either assist or advise the Team with administrative, logistical and financial issues relevant to the Evaluation.

The evaluation will be carried out in close cooperation with the Project Coordination which will provide technical and operational input to the Evaluation Team during the evaluation process, ensuring access to all documentation, sources of data and information. It is responsible for providing feedback on the selection of the Evaluation Team experts, coordinating internal comments on the draft report and providing a consolidated management response to the evaluation.

The selected supplier will provide an Evaluation Team, under the responsibility of a Lead Expert, which will be responsible for co-developing the methodology and conducting the evaluation. The Evaluation Team will be free to review and expand the evaluation questions as well as to develop its own evaluation tools and framework, within the available timeframe and resources. The Evaluation Team is responsible for providing all deliverables

Appendix: Documents

All relevant documentation and literature will be given to the consultants in soft copy once the evaluation begins, including project documents such as:

- The EBO-SURSY website link, including, scientific publication, communication tools production, articles
- Project proposal
- Project structure
- Project management plan
- Sub-grants with the 3 scientific partners
- Annual reports
- Meeting and mission reports
- Other workshop, meeting and consultation reports