African Union - IBAR

REQUEST FOR PROPOSALS

BY THE

INTERAFRICAN BUREAU FOR ANIMAL RESOURCES

FOR THE

Procurement of Consultancy Services for the Final Evaluation of the Animal Genetic Resources Project:

“Strengthening the Capacity of African Countries to Conservation and Sustainable Utilization of African Animal Genetic Resources”

Procurement No.: 08/AU-IBAR/68/0619

June 2019
INVITATION TO SUBMIT PROPOSALS

The African Union Interafrican Bureau for Animal Resources (AU-IBAR) is a specialized technical office reporting to the Department of Rural Economy and Agriculture of the AU Commission. The Institution is mandated to support and coordinate the improvement of Animal Resources (livestock, fisheries and wildlife) as a resource for human well-being in the member states of the African Union and contribute to economic development, particularly in rural areas.

The AU-IBAR invites sealed proposals from eligible individual consultants and/or Consultancy Firms for the provision of consultancy services for the Final Evaluation of its Genetics Project.

Consultants are required to provide Technical and Financial Proposals taking into consideration the maximum available budget. The deadline for submission of proposals is 8th July 2019 at 15h00 Nairobi, Local Time.

The address for submission of the proposals is:

1. Procurement Officer
   African Union Interafrican Bureau for Animal Resources
   Kenindia Business Park, Museum Hill, Westlands Road
   P.O. Box 30786 00100, Nairobi, Kenya

2. E-mail: procurement@au-ibar.org; with CC to ahmed.elsawalhy@au-ibar.org;
edward.nengomasha@au-ibar.org; khalid.seid@au-ibar.org

Yours faithfully,

Prof. Ahmed El-Sawalhy
Director AU-IBAR
TECHNICAL PROPOSAL
The applicants should submit Technical proposals that must include:

- Outlining methodologies, for collecting detailed information as per the attached TORs of the consultancy.
- A profile and CVs of the consultants undertaking the work indicating relevant experience and contribution of each one of them in the assignment.
- Other relevant information showing past experience in related field, demonstrate the expertise, academic qualifications, and past assignments of similar nature.
- Name and Contact details (Postal, email and telephone) of three referees
- Any other outstanding information that may demonstrate the consultant’s ability to carry out the assignment to satisfaction.

FINANCIAL PROPOSAL
Financial proposal on the professional fee should be submitted along with the technical proposal. Any field work related expenses (like ticket and daily subsistence allowance) will be based on the AUC rules and Regulations.

EVALUATION CRITERIA
For proposals received from firms, the evaluation criteria will be applied to the key individual consultants.

Technical evaluation
The Consultant must score at least 70/100 in order to be considered for further evaluation.

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<tr>
<th>Criteria</th>
<th>Maximum Score</th>
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<tr>
<td>Relevant qualifications</td>
<td>20</td>
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<tr>
<td>Methodology, Approach and proposed period</td>
<td>35</td>
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<tr>
<td>General Experience</td>
<td>15</td>
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<td>Specific experience</td>
<td>25</td>
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<td>Other skills and expertise (publications, languages, IT, etc.)</td>
<td>5</td>
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<td><strong>Total</strong></td>
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Financial evaluation
The consultant with the highest technical score whose financial proposal is within the maximum budget will be selected.

SUPERVISION
The successful firm/consultant will work under the supervision of the Genetics Project Team.

SUBMISSION OF PROPOSALS
The technical and financial proposals should be submitted in two separate envelopes; each clearly marked “Technical proposal” or “Financial proposal”. The two proposals should be enclosed in a single envelope clearly marked “Consultancy for the Final evaluation of Genetics Project”.

The deadline for application is 08.07.2019 at 15h00, (Nairobi time).
TERMS OF REFERENCE

FINAL EVALUATION OF THE “ANIMAL GENETIC RESOURCES PROJECT”

DCI-FOOD 2013/319-541

I – BACKGROUND

1.1 Rationale

The African Union Interafrican Bureau for Animal Resources (AU-IBAR) is implementing the Project “Strengthening the Capacity of African Countries to Conservation and Sustainable Utilization of African Animal Genetic Resources” (commonly known as the “Genetics Project”). The project purpose is to strengthen the capacity of countries and Regional Economic Communities to sustainably use and conserve African animal genetic resources through institutionalizing national and regional policy, legal and technical instruments. The overall strategy of the project is to facilitate and fast track the implementation of the Global Plan of Action (GPA) for sustainable use of AnGR in Africa for which the continent is lagging behind. The project also focuses on building capacity for effective formulation and implementation of policies and strategies for the management of AnGR and creates awareness for its inclusion into national and regional agricultural investment priorities.

In order to provide systematic support to the conservation and management of AnGR, the chosen project strategy is to make interventions at two levels:

- At the Regional level, the project is addressing issues related to harmonization of national policies, and regional policies for transboundary breeds. The project is also exploiting regional complementarity and pools of resources for the establishment of regional gene banks that are only cost effective if managed at regional level, and creating the institutional environment for the implementation of the GPA at regional level.
- At the National level, the project is building capacity for formulation of national policies and strategies as well as national action plan for the implementation of the GPA, ensuring mainstreaming of the AnGR concept in national sectoral and inter-sectoral plans, strategies and policies.

The project builds consensus on the methodology and tools for the characterization and inventory of AnGR. For most of indigenous African AnGR the boundaries between distinct populations are unclear. Criteria for their characterization are often disputable and varied according to the literature consulted. This has led to inappropriate or conflicting decisions on the management of these resources.

The Project “Strengthening the Capacity of African Countries to Conservation and Sustainable Utilization of African Animal Genetic Resources” is funded by the European Union to the tune of EUR 14,529,000 through the Food Facility Instrument/ Food Security Thematic Program (FSTP) with an AUC contribution of EUR 400,000. The project is being implemented through a contribution agreement which was effected on 1 July 2013 with an implementation period of 60 months. At the end of the 60 months, AU-IBAR requested for a “no-cost” extension period of a further 12 months. The EU obliged and the Genetics Project operational implementation phase is now scheduled end on 31st July 2019.
1.2 Overview of the sectoral context

There is growing evidence that improving the productivity of subsistence, smallholder and emerging farming systems has the potential to address poverty in agriculturally based economies, while the more commercialized (industrialized) production systems plays its role in providing large quantities of animal products. Africa is one of the centers of animal domestication and is richly endowed with a large number of indigenous breeds that have adapted well to the continent’s environmental and climatic conditions.

Animal Genetic Resources (AnGR) for food and agriculture are essential components for Africa’s food security and contribute to the livelihoods of hundreds of millions of people. Farmers living in low potential and unfavorable agricultural areas depend directly on ecosystem biodiversity for their livelihoods. AnGR are major component of this biodiversity and are one of the most common assets among rural households in Africa.

A diverse resource base is critical for human survival and well-being, and is vital for the eradication of hunger. AnGR are crucial in adapting to changing socio-economic and environmental conditions, including climate change. The adaptability of species and breeds to extreme conditions of drought, humidity, cold and heat, disease, makes livelihoods possible in some of the most inhospitable areas which are not suited for crop production.

The African Animal resources population is a valuable reservoir of genes for health, adaptive and economic traits, providing diversified genetic pool, which can help mitigate the challenges posed by changes in production systems and market requirements. Despite their importance, many African animal breeds are either facing extinction or are undergoing rapid genetic dilution. Genetic improvement programs, by governments, non-governmental organizations, bilateral aid agencies, and the private sector, have favored the use of exotic breeds for crossbreeding, upgrading, or replacement. These programs have mostly been implemented without clear policies, regulatory frameworks, strategic thinking and long term view and were generally motivated by need for rapid productivity gains resulting. This resulted in indiscriminate, uncoordinated or uncontrolled crossbreeding activities. However, the extent and rate of AnGR loss in Africa is still difficult to estimate.

On the other hand, very few genetic improvement programs in Africa are based on selection and improvement of indigenous breeds, probably because of their long term nature. When they exist, they have tended to focus on single, market driven production traits in isolation of broader livestock system functions and with limited involvement of farmers who are the final beneficiaries.

Considering the transboundary nature of some breeds and the mobility of animals across national borders for various reasons, among them search for water and pasture and trade, the lack of regional policies and strategies on these resources has hindered the conservation and the protection of endangered breeds, especially when conservation measures (both in situ and ex-situ) are more efficient and cost effective when conducted at regional level.

Lack of information and consensus on the status and trends of AnGR in Africa, has constrained the development of appropriate policies and strategies on these resources. The need for harmonization of methodologies for the characterization, inventory and monitoring of AnGR, makes
it difficult to provide evidence-based information and data to inform policy and other decision-makers.

The sustainable conservation and utilization of AnGR requires comprehensive legal and regulatory frameworks in each country and at regional level to regulate breed utilization, including breed improvement and exchange of genetic materials and define the roles and responsibilities of stakeholders involved in the management and development of AnGR.

Given its strategic choices, its institutional mandate, links and experience in working with national authorities and RECs, AU-IBAR is assisting the AU Member States and RECs to develop frameworks and policies for AnGR as a top priority. One of the main outcomes of this project will be increased capacity in countries and RECs to develop policy, legal and regulatory frameworks and strategies for AnGR. This will improve the management and development of the AnGR sub-sector and also convince national decision makers, private sector and other partners to mobilize the necessary human and financial resources to maintain and further enhance AnGR. RECs will be expected to ensure harmonization of policy frameworks at regional level. In this regard the CAADP round table process within the countries will be instrumental for the mobilization of resources.

The Genetics Project has the overall objective ‘To enhance the contribution of livestock to food security and economic growth in Africa’; and its specific objective is ‘to strengthen the capacity of countries and Regional Economic Communities to sustainably use and conserve African animal genetic resources through institutionalising national and regional policy, legal and technical instruments’.

It was expected that the following four major results will be achieved:

**Result 1:** Status and trends of animal genetic resources in Africa established;

**Result 2:** Policy frameworks for the sustainable use of AnGR developed;

**Result 3:** National and regional conservation and improvement strategies and initiatives strengthened/established; and

**Result 4:** Knowledge, attitude and practice of the contribution of livestock and livestock sector to economic growth, food security and poverty reduction, promoted.

### 1.3 - Key implementation arrangements

The project is implemented through joint-management upon signature of a Contribution Agreement between the European Commission and AU-IBAR.

**Implementing Partners:**

**The AU-IBAR:** the Project Team acts as the management and coordination unit with overall responsibility for resources and linkages with stakeholders, supervision of operations at various project sites, exchange of information between the regions, inter-regional coordination (including inter-regional exchange visits, workshops, and continental exchanges) and dissemination of results and visiting project sites. The team maintains a good and productive relationship with the EU and ensures project compliance with all EU policies, regulations and procedures as well as reporting requirements.
The International Livestock Research Institute (ILRI) Based in Nairobi (Kenya), is part of the Consultative Group on International Agricultural Research (CGIAR). Its mission is to boost scientific knowledge and technical abilities in a bid to improve the standard of living of poor livestock keepers. ILRI works in association with other national and international organizations involved in the domains of livestock research, training and information. ILRI activities in the project focus mainly on crossbreeding, selection programmes characterization, inventory and monitoring tools for indigenous breeds, policies and regulatory frameworks, development of technical standards and protocols for exchange and use of genetic materials, gene-banking and conservation of AnGR, improving methods of utilization of livestock and data and information management.

Le Centre International de Recherche- Developpement sur l'Elevage en zone subhumide (CIRDES) based in Bobo Dioulassou (Burkina Faso) conducts research and development on livestock in the sub-region covering Benin, Burkina Faso, Côte d'Ivoire, Ghana, Mali, Niger and Togo. The institutions places emphasis on applied research, which is indispensable for development, training for its technical and agro-pastoral staff to improve their skills as well as transfer of new technologies in improved livestock keeping. CIRDES activities in the project focus mainly on: contribution to the State of AnGR in Africa document, development of policy and regulatory frameworks, support MS in developing National Strategies and Action Plans (NSAPs) for AnGR, the establishment of the regional gene bank for West Africa, establishment of regional networks for information exchange and sharing, and establishment/strengthening of regional monitoring systems for AnGR.

The Member States: To ensure sustainability and ownership, the Genetics Project is implemented in close collaboration with Member States. Ministries and other public good providers that intervene in the animal production sector are involved in the planning, implementation and monitoring of AnGR activities. The priority is given to the public sector in direct implementation with non-state actors (private sector) providing technical backstopping and capacity building. Ministries responsible for animal resources appointed National Coordinators/Focal Points for the project’s activities. The National Coordinators/Focal Points are in charge of coordination of activities and dissemination of results to other national stakeholders. The National Coordinators/Focal Points liaise with related ongoing projects within the country. The National Coordinators/Focal Points attend and represent their countries for the project at meetings and other project-related matters within the country/region as required. Ideally, they are in constant communication with the Genetics Project team at AU-IBAR and the participating RECs for all issues related to the implementation of the project.

The Regional Economic Communities (RECs): RECs (ECOWAS, ECCAS, EAC, IGAD, UMA, COMESA and SADC). Given their lead role in the implementation of the CAADP agenda and their coordination and harmonization role of regional livestock matters, the Regional Economic Communities are crucial in the implementation of the project and also as beneficiaries of the project. They play active roles in the implementation of activities using their convening power at regional level and are instrumental in contributing to the mainstreaming AnGR priorities into national and developing regional agricultural investment plans. The RECs work closely with the Member States involved in the project in order to monitor the implementation of approved activities at the national level, the implementation of regional initiatives and the organization and participation in meetings / regional workshops.
The Project Steering Committee: the mandate of the Steering Committee is to provide the appropriate technical and management guidance as well as oversee and validate the overall direction and policy of the project.

1.4 - Status of Implementation

At the start of the project, the European Union agreed that an inception period could be allocated in which baseline data collection and detailed stakeholders’ analysis could be done in order to assess project’s impact at completion. Results from these assessments would feed into the stakeholder’s workshop when the role of each implementing partners will be defined taking into account their ongoing or past activities and experiences in the project sites either to build on their findings or add value to their interventions. This inception phase culminated with the project first steering committee meeting and lasted for 6 months. The objective of the inception phase was to:

- Secure the cooperation and commitments of the partner institutions establish the project team and identify the national, regional project focal points of the participating Member States and RECs.
- Collect baseline data and conduct a detailed stakeholders’ analysis in order to assess project’s impact at completion.
- Revise and specify the indicators and means of verification in the Logical Framework Matrix.
- Revise resource allocation (the budget) based on the planned activities.

The project implementation began with the recruitment of the project team which was fully on-board at end of February 2014. The team was composed of a Technical Assistant (TA), 2 Project Officers (PO) and 1 Data management expert. The team was supported by one Monitoring & Evaluation (M&E) officer, an Administrative Assistant and an Accounts Assistant; all recruited and paid by the project. The team worked under the supervision and guidance of the Head of Animal Production Unit. Sub-Delegation Contracts with implementing partners CIRDES and ILRI were signed in the second quarter of 2015, with delays particularly due to challenges on the Budget and the implementation procedures. For most Genetics partners, implementation started in earnest with the second annual Genetics workplan on July- August 2015. Sub-Delegation Contracts with the Secretariats of Sub-Regional Focal Points (S-RFP) for AnGR, were signed in 2015 and 2016.

The Project has built strong partnerships and institutional linkages between civil society, non-governmental organizations (NGOs), government actors, regional economic bodies and sub-regional research and development institutions. It has also established and improved the capacity for networking, policy advocacy at local, national, regional and global levels. The project has supported a range of strategies:

- Provided support to MS to prepare Country Reports as contribution to the global 2nd State of the World’s Animal Genetic Resources (SoW-AnGR) Report.
- The document titled “The State of Farm Animal Genetic Resources in Africa” was published and describes the status of the utilization, conservation and management of farm AnGR (FAnGR) in Africa. The document is the first comprehensive publication on African FAnGR, intended to be a valuable reference material to breeders, breed societies, policy makers, scientists and academics, non-governmental organizations, private sector and other
stakeholders in the management, conservation and utilization of African FAnGR and ensuring that national, regional and international commitments are met.

- A catalogue of cattle breeds is being drafted in collaboration with ILRI and will be published as a “Coffee Table Book”.
- “The Animal of the Month” series was introduced on the AU-IBAR website and highlights the key attributes of a particular breed/type of animal, fish or bee to raise awareness and increase knowledge on the diversity and importance of these genetic resources in Africa. The various monthly exhibits will be compiled and published.

- The inventory and analysis of policies and legislation related to AnGR has been completed and validated by stakeholders in all regions of Africa.

- Eighteen (18) policy notes on various aspects of the management and development of AnGR were developed and are available.

- The assessment of the impact of crossbreeding and livestock mobility in Africa was conducted. It highlighted the impact of crossbreeding on AnGR resource base in Africa, the impact of mobility (linked to commercialisation, production systems) on AnGR management and identifies lessons learnt and best practices in crossbreeding and mobility of AnGR in Africa.

- The assessment of the socio-economic impact of selection and breeding programs was also conducted. It identified the key selection and breeding programmes in the regions to be supported by the project and focus primarily on transboundary breeds.

- Five regional guidelines for the formulation, harmonization of policies on crossbreeding were produced and validated by stakeholders in all African regions.

- Five regional studies on utilization, conservation and selection programs targeting 20 selected transboundary breeds were conducted all the regions and reports available.

- Six RECs are at various stages of the formulation and development of their regional strategies on AnGR issues including conservation.

- Issues specific to animal genetic resources and the legal environment for the exchange and movement of animal genetic material on the continent were synthesised in one document, the Standard Operating Procedures (SOPs) for the collection, handling, storing and transfer of genetic materials. Material Transfer Agreements (MTAs) for the exchange and movement of genetic materials in Africa were also developed. Training was conducted in Southern Africa on the implementation of the Nagoya Protocol on Access and Benefit Sharing (ABS) and on Intellectual Property Rights (IPR) to promote better understanding of these concepts regarding AnGR.

- Regional action plans for Southern Africa was developed and a committee established to liaise with access and benefit-sharing (ABS) National Focal Points and AnGR National Focal Points in all the AU Members States (including those that have ratified the Nagoya Protocol) on the African submission in response to the CGRFA notification of 31st January 2013 on voluntary codes of conduct, guidelines and best practices, and/or standards in relation to ABS for all subsectors of genetic resources for food and agriculture.

- The mapping of status of countries with National Action Plans was conducted. Following this stocktaking exercise the capacities of MS to develop NSAPs and mainstream AnGR into
NAIPs through the CAADP country processes have also been strengthened. This led to provision of support by the project to Member States and RECs.

- Breeding programs in Togo, Kenya, Ethiopia, Zimbabwe, Niger, Mauritania and Algeria, Ghana were assessed to obtain an in-depth understanding of the challenges of selection and conservation programmes.
- Calls for proposals were drafted and other national initiatives (selection programmes) identified for support by the project.
- The inventory of national policies and legislation for all regions were done to guide the approach to support REC-based initiatives on transboundary breeds.
- The assessment of a number of national gene banks across Africa was done and the recommendations were presented and discussed during the meetings of Sub-Regional Focal Point for the management of animal genetic resources in Africa. Five regional gene banks were selected with the formal endorsements by the regions to signify ownership and enhance the sustainability of these facilities. These are in Botswana (Department of Agricultural Research), Cameroon (University of Dschang), Uganda (National Genetic Resources Centre & Data Bank), Burkina Faso (CIRDES) and Tunisia (National Gene Bank), for Southern, Central, Eastern, Western and Northern Africa, respectively. The project provided the five regional gene banks with equipment to enable them to conduct cryo-conservation for their respective regions

- The project initiated the development and harmonization of legal instruments (Material Transfer Agreement - MTA) for exchange and sharing of genetic materials by Member States. A Memorandum of Understanding has been developed to serve as the binding document for the operations of the regional gene banks.
- The project developed selection criteria to enhance the targeting of different categories of associations for increased impact, effectiveness and efficiency and launched “Calls for proposals” and awards of grants to Member States and Farmers/Breeders Associations.
- The project established an Animal Genetic Resources Taxonomy Advisory Group (AnGR-TAG) for AnGR and revised existing tools for characterization, inventory and monitoring to ensure suitability to African conditions. The AnGR Characterization, Inventory and Monitoring (AnGR-CIM) tool is now available and ready for roll-out. An accompanying data visualization system was also developed.
- The piloting of the revised tools to test their efficiency, practicability and adaptability was conducted in 13 16 selected countries in the 5 regions of Africa.
- After a comprehensive needs assessment on AnGR data and information requirements by various stakeholders, priority data and information needs were identified and a module on animal genetic resources, the African Animal Genetic Resources Information System (AAGRIS) was created to be hosted in the Animal Resources Information System (ARIS) of AU-IBAR. AAGRIS comprises six core data and information categories; Species and breeds, Inventory and monitoring, Conservation and breed improvement programmes, Capacity development, AnGR Institutions and News trends. AAGRIS has linkages to existing information systems such as DAD-IS and DAGRIS.
- Working in close collaboration with Member States and RECs, five Sub-Regional Focal Points (S-RFPs) for AnGR were established for the five regions on Africa. These institutions
coordinate regional activities and programmes on AnGR through their respective Secretariats (ASARECA, CEBEVIRHA, INRAA, CCARDESA and CORAF, for Eastern, Central, Northern, Southern and Western Africa, respectively). The S-RFPs were provided with financial and technical support by the project. Together with the Genetics Project team, S-RFPs ensured that Africa adopted united approaches and common positions during global events on AnGR.

- Five regional DAD-Nets for the five Sub-Regional Focal Points were established as platforms for sharing information and data on AnGR. The networks are operational under the moderation of AU-IBAR and the Secretariats of the respective Sub-Regional Focal Points.
- The project established a webpage on the AU-IBAR website as a platform to actively disseminate information and events on AnGR.
- The project published a Special Edition of the Bulletin of Animal Health and Production in Africa (BAHPA) dedicated to commemorate and highlight the importance of animal genetic resources in Africa.

1.5. Challenges

In the course of the period since the start of the implementation, the project faced various challenges that have affected achievement of the targets, including:

- There were delays in assembling and establishing the Genetics Project team to manage and coordinate the project, resulted in delayed commencement of the implementation of activities
- Long-drawn out negotiations with implementing partnership leading to delays in signing the Sub-Delegation Contracts and delays in implementation of project activities
- The outbreak of EBOLA during the initial phases of the project, prevented the project from implementing activities in some of the targeted countries.
- The completion of the State of the Farm AnGR in Africa document took longer than anticipated but was eventually published.
- While every effort is being made to influence Member States and RECs to address policy and institutional challenges, this is a slow and tedious exercise which will require more time and effort. However, encouraging measures have been taken by some MS and RECs on this
- Poor or low responses to calls for consultancies resulting in lack of candidates and re-advertisement of positions causing considerable delays.
- The procurement procedures for support to Member States, RECs and Breeders’ Associations were cumbersome and frustrated the beneficiaries as well as the project team and caused serious delays in the implementation of activities
- Payment processes for goods and services, consultants have also been cumbersome resulting in long delays, complaints and threats of legal action by suppliers and consultants
- The project team is smaller since the last reporting period. This is because one member has left the project to join a new AU-IBAR project. This will significantly increase the workload for the remaining members. However, plans are underway to recruit a consultant to assist the Genetics Project team.
• Late disbursement of Project funds by the donor in 2016 caused suspension in the implementation of the project activities for at least 6 months.

1.5– Genetics Project Final Evaluation

AU-IBAR is therefore, seeking the services of an external consultant to conduct the final evaluation of the Genetics Project. The period of the operational implementation covered by the aforementioned evaluation is from 1st July 2013 to 31st July 2019.

II – EVALUATION PURPOSE AND TARGET AUDIENCE

2.1 – Purpose of the evaluation

The Final Evaluation of the Genetics Project is commissioned as part of the project’s Financing Agreement primarily to evaluate the implementation process and achievements of the Project. The intervention will provide AU-IBAR, its partners and the European Commission:

a. An independent assessment of the performance of the project since the start, paying particular attention to the efficiency of the project implementation in order to attain its specific objective.

b. Document key lessons and propose practical recommendations for future interventions/project of this kind.

c. Give recommendations for mechanisms to consolidate AnGR achievements and to sustain the positive effects and/or expected impact by African countries.

The purpose of this evaluation is to carry out a final assessment of actions carried out by the Genetics Project for its beneficiaries and to identify actions and processes of consolidation and sustainability at the level of AU-IBAR, MS, RECs and livestock keepers’.

It is expected from this evaluation strong, feasible and practical recommendations will be developed in the sectoral as well as geographical contexts (both at regional and country level, according to the programme profile). The evaluation is expected:

- To analyze the opportunity and achievement levels of the Project and contribution towards the implementation of the Global Plan of Action (GPA).
- To analyze the expected objectives and results (Logical Framework).
- To assess the impact of the activities realized by the project.
- To establish strong recommendations to strengthen the efficiency and the sustainability of the implemented activities by the project.
- To provide the beneficiaries and other stakeholders with an exit strategy: tools and mechanisms for smooth and effective transfer of the Genetic Project results.
- To identify lessons learnt and best practices in the management of AnGR in Africa, in terms of policy and institutional arrangements and capacity building; Conservation; sustainable use and characterization, inventory and monitoring;
- To verify the visibility of AU-IBAR and the European Union.
- To provide recommendations to strengthen the efficiency of future actions within the framework of appropriation of the MS, the RECs and Communities piloted by AUC through AU-IBAR.
There main expected results from this evaluation are:

- **Result 1:** Overall assessment and judgement on the quality, performance and overall financial status of the projects evaluated, with focus on the implementation (value for money).
- **Result 2:** Lessons learned and best practices identified.
- **Result 3:** Recommendations on the mechanisms of consolidation, sustainability and appropriation of the achievements/positive effects/expected impact.
- **Result 4:** Potential synergies between the Genetics Project and other AU-IBAR Projects identified.
- **Result 5:** Recommendations drawn on these specific types of projects, situating the Genetics Project in the context of the EU/AU-IBAR cooperation.
- **Result 6:** A practical exit strategy is developed.

The Evaluation Team should refer to the project’s Logical Framework (see Annex) and to the description of the action in the project document.

The evaluation team should provide outputs on the following evaluation criteria:

- **Relevance of the project:** The main focus will be on the appropriateness of the project’s concept and design to the overall vision of African nations. In particular, the extent to which the stated objectives correctly address the problems, the vision and real needs of the target RECs and countries. The Evaluation Team will:
  - Analyse the relevance of the Project by reviewing the goal, purpose, results (output and outcomes) and activities stipulated in the Logical framework and indicate the expected impact of the programme.
  - Determine the validity and appropriateness of the assumptions indicated; determine the adequacy of the Objectively Verifiable Indicators (OVIs) and the level of achievement.

- **Strategy of the Project:** Analyze the strategy used with regard to needs identified, in available resources and in the context of the intervention:
  - Assess the adequacy of the zone of intervention with the available resources;
  - Analyze the coherence of implementation of the various actions (complementarity, special repartition, etc).
  - Examine the relevance of choices made for certain activities.
  - Analyze the structure of the operational team assigned to the action (numbers and quality of the human resources).
  - Analyze the approach and the tools of the M&E.

- **Capacity building:** Analyze the evolutions having taken place at the organizational level from the beginning of the Project and the improvements to be brought in terms of human resources, management accounting, decision-making, respects of the procedures, the coordination of team, delegation of responsibilities, etc.

- Examine the **coordination and the coherence** between the actions of the AU-IBAR and the Genetics Project as well as the actions of the other partners in the same domain.

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1 Understood as in DAC terminology.
Analyze the **efficiency** in quantitative and qualitative terms: Assess the degree of achievement of the objectives, the expected results and analyze the gaps, on the basis of the logical frame work and the OVI s.

Analyze the **efficiency** of the implementation of the Project on:

- The planning, the financial and the human resources.
- The planned activities and the quality of the implementation.

**Impact, sustainability and Replicability:** Assess the impact and sustainability of the project in terms of institutional impact within AU-IBAR, RECs and in terms of development impact for beneficiaries’ countries. Evaluation of the continuity (after the project) of the positive effects generated by Genetics Project.

Assess the mechanisms put in place to consolidate the main achievements, their consolidation and their **replicability**.

Formulate recommendations:

- Concerning the future implementation of the various activities financed within the framework of AnGR.
- In the formulation of the logical framework.
- In a perspective to establish conditions of sustainability of the action of the project both at the specific and global level (impact and effects);
- On the structure of the team assigned to the Project.
- The impact of the M&E approach of the Project.
- Lessons learnt and Best Practises

The consultant is also requested to verify and assess the integration and impact of cross-cutting issues in the project (e.g. gender, climate change and environmental concerns, good governance, among others).

**The evaluation will also assess Genetics Project visibility actions within the EU guidelines.**
The evaluation will pay particular attention to the logical framework of the project.

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### 2.2 – Target Audience

The audience of this intervention is composed of the various stakeholders of the Genetics Project. They constitute key informants for the present evaluation. The evaluation team could also identify other actors and information sources:

- The EU Delegation in Kenya;
- The AU-IBAR management;
- The Genetics Project Team at AU-IBAR headquarters, responsible for the day to day facilitation of the project.
• Some selected Member States and RECs (National Coordinators, Directors of Animal production, relevant ministries, public administrations in the host country);
• ILRI, CIRDES as implementing partners
• The selected Animal Resources Services,
• Relevant National Service scientists involved in the Project.

III – APPROACH AND METHODOLOGY

The final evaluation team has to propose in its submission a coherent methodology to elicit successful conclusions and recommendations.
The Evaluation Team will follow a qualitative approach and may use a broad range of methods, such as in-depth individual interviews, focus group discussions and semi-structured interviews and other techniques.

For information purposes, the evaluation team could collect the necessary information through:

- **A literature review:** The Final Evaluation team will review all relevant documents produced by the project, the EU Delegation, the project audit reports, minutes and documents, the Genetics Project reports and any other appropriate documents.

- **Interviews:**
  - The Final Evaluation team will engage for briefing: the EU Delegation in Kenya, AU-IBAR management as well as by the Genetics Project Team at AU-IBAR headquarters, responsible for the day to day facilitation of the mission.
  - The Final Evaluation team will also visit implementing partners ILRI in Nairobi and CIRDES in Burkina Faso to address specific issues of the AnGR;
  - The team will also visit and/or consult the Secretariats of the Sub-Regional Focal Points (ASARECA, CCARDESA, CEBEVIRHA, CORAF and INRAA) in Uganda, Botswana, Chad, Senegal and Algeria, respectively.
  - In the selected member countries and RECs the team will consult with the Directors of Animal production, and the relevant ministries and public administrations, breeders and farmers’ associations, non-governmental organizations, universities and other stakeholders and collaborators involved in the project. In each country the mission will consult with the appropriate Government authorities such as the Ministry responsible for Animal Resources
  - The selected National Directors of Animal production: The mission will consult with relevant National Animal Resources Service involved in the project.
  - The team will also consult with relevant scientists involved in the Project.
  - Any other important stakeholders deemed necessary by the team.
  - The team may also carry out appraisals through stakeholder group discussions involving beneficiaries and non-beneficiaries.

**Note:** Where the head of the institution or ministry is not available the team will interview any other relevant/appointed representative.

**Field visit:** The evaluation team will visit the different sites involved in the project implementation in selected MS, RECs and other partners (discuss with the Genetics Project team to select the sites) To effectively manage resources the evaluation team members may make split trips. The evaluation team will be based at the Project...
Coordination Unit at AU-IBAR offices for relevant logistical support during the entire mission period.

The proposal in response to these terms of reference should identify any language and/or cultural gaps and explain how it will be bridged.

The Project is to be judged more from the viewpoint of the beneficiaries’ perceptions of benefits received than from the managers’ perspective of outputs delivered or results achieved. Consequently, interviews and surveys should focus on outsiders (beneficiaries and other affected groups beyond beneficiaries) as much as insiders (managers, partners). The proposal in response to these terms of reference, as well as further documents delivered by the evaluation team, should clearly state the proportion of insiders and outsiders among interviews and surveys.

A key methodological issue is whether observed or reported change can be partially or entirely attributed to the project, or how far the project has contributed to such change. The Evaluation Team should identify attribution/contribution problems where appropriate and carry out its analyses accordingly.

It must be clear for the team that the evaluation is neither an opinion poll nor an opportunity to express one’s pre-conceptions. This means that all conclusions are to be based on facts and evidence through clear chains of reasoning and transparent value judgements. Each value judgement is to be made explicit as regards:

- the aspect of the project being judged (its design, an implementation procedure, a given management practice, etc.)
- the evaluation criterion used (relevance, effectiveness, efficiency, sustainability, impact, coherence, EC value added).

The evaluation report should not be systematically biased towards positive or negative conclusions. Criticisms are welcome if they are expressed in a constructive way. The team should clearly acknowledge where changes in the desired direction are already taking place, in order to avoid misleading users of the report and causing offence.

**IV- EVALUATION TEAM COMPOSITION AND REQUIRED COMPETENCIES**

The Evaluation Team may consist of team leader and an M&E expert. The team leader will be responsible for the coordination of the entire final evaluation exercise and presentation of the final results. He/She should have relevant academic background (MSc, PhD) in animal science or Policy, socio-economics, and/or at least 15 years of experience in animal production in developing countries, with specific emphasis on rural development. He/She should also have knowledge and proven experience in animal breeding and genetics.

The M&E expert will have relevant experience in programme/project evaluation, especially in international development cooperation. At least 10 years of experience in designing and leading evaluation processes is required.

The M&E expert will be responsible for the evaluation of the Genetics Project and for the task achievement of the global evaluation of the project. His/Her main responsibilities are as follows:
• Consultation with the Genetics Project coordination Unit and other stakeholders;
• Review of relevant Project documents and other secondary information;
• Setting up of field activities;
• Presentation of the preliminary findings;
• Preparation of the draft final evaluation report;
• Preparation of the final evaluation report.
• Presentation in power point of the Genetics final report.

The M&E expert should also have proven expertise and experience in the fields listed below:
• Project Evaluation
• Policy formulation, analysis and advocacy related AnGR;
• Participatory assessment and monitoring, data processing or analysis and M&E design experience;
• In-depth knowledge of the logical framework methodology (LFM) and the project cycle methodology (PCM) are essential.
• Understanding member countries and RECs working systems (accounting and supplies)
• Knowledge of the principles and working methods of project cycle management and EU aid delivery methods.
• Understanding of the different aspects of project evaluation (evaluation methods and techniques) as set out in these terms of reference.
• Knowledge of AUC and AU-IBAR.
• Good contextual knowledge of local issues, community priorities and social and cultural constraints and realities in the countries.

Reporting working language will be English, although specific sections or information related to French countries can be written in French. The experts in charge of this consultancy should be fluent in both English and French.

V – STRUCTURE AND PRESENTATION OF THE FINAL REPORT
The final evaluation report will be a maximum of 50 pages (annexes not included) with an Executive Summary not exceeding 10 pages. Additional information on overall context, or aspects of methodology and analysis should be confined to annexes. The report must be presented in English.

The main sections of the evaluation report are as follows:

0. Executive summary: A tightly-drafted, to-the-point and free-standing Executive Summary is an essential component. It should be short, no more than five pages. It should focus mainly on the key purpose or issues of the evaluation, outline the main analytical points, and clearly indicate the main conclusions, lessons learned and specific recommendations. Cross-references should be made to the corresponding page or paragraph numbers in the main text that follows.

1. Introduction: A description of the project and the evaluation, providing the reader with sufficient methodological explanations to gauge the credibility of the conclusions and to acknowledge limitations or weaknesses, where relevant.

2. Description of the intervention to be evaluated, where the evaluation team shall indicate the objectives and the logical structure of planning of the project. The team shall introduce a
brief description of the Project by making reference to its history. They shall describe the processes of organization and management, as well as the main actors thereby making a reference to the economic, social, political and institutional environment in which the intervention took place. The report should capture how the EU Communication and Visibility Plan/Strategy was rolled out during the implementation of the project.

3. Methodology used during the evaluation: the team shall explain, on one hand, the methodology and the techniques used during the evaluation and on the other hand the factors which conditioned and limited their study.

4. Analysis of the collected information: once all the documents have been analysed, the team shall give answers to the questions and the established criteria of evaluation.

5. Conclusions: the team shall establish the main conclusions derived of established criteria of evaluation.

6. Learnt Lessons: these should be drawn from the general conclusions of the evaluation and indicate, if necessary, best practices which can be extrapolated.

7. Recommendations: from the conclusions established on the report, the team shall proceed to establish recommendations focussed on the improvement of future actions. Propose mechanisms of strengthening of the positive achievements of the project and their sustainability (exit strategy). It is important to mention those specifically targeted by the recommendations.

8. Annexes: the evaluation team shall include the TORs, the adopted methodology, the tools of information collect, the work plan, the composition and the description of the mission, the assertions and the comments of diverse actors in the drafted report, as well as any other information which is considered useful.

VI – TIMING AND DELIVERABLES

6.1 - Timing

a. Time Frame
The duration of this evaluation study will be a maximum of 60 (sixty) calendar days including collection of secondary data and information, consultations, field visits, presentation of the findings and submission of the final report. The final report should be submitted within 14 calendar days of the receipt of comments on the draft.

b. Operational period of the evaluation

This final evaluation is scheduled to start at the beginning of August 2019. A full draft report should be delivered at the end of September 2019.

The team leader will present the report to the members of the steering committee of the Genetics Project during the Project Steering Committee meeting in October 2019.

6.2 - Deliverables

The present work will start immediately after signature of the contract by both parties.

Deliverables are:
- An inception report: explaining the methodology which the evaluation team intends to use for the evaluation and presenting a detailed work plan. In this report the Team Evaluation should also:
  - Describe the development context;
  - Analyze and comment on the Genetics Project logical framework including OVIs;
  - Comment on the issues and propose a set of evaluation questions justifying their relevance;
  - Describe the analysis strategy;
  - Propose the work plan;
  - Confirm the final time schedule.

The inception report should be delivered 7 days after the signature of the present contract.

- A draft report in 5 copies must be produced and submitted within 7 days after completing the field mission. The reports will be distributed as follows:
  - European Union Delegation in Kenya – 2 copies
  - AU-IBAR – 3 copies

- A debriefing meeting with all the stakeholders: the evaluation team will carry out a workshop (it could be during the Project SCM) for the restitution and the presentation of the temporary report. On this occasion, the team will collect the comments and the observations of the project staff as well as the stakeholders’

- A final evaluation report: On the basis of comments expressed the Evaluation Team will amend and revise the draft report as necessary and final report is then produced in 10 copies (hard copies as well as an electronic copy and submitted within 14 days after receiving all comments. The final evaluation report will be done in the EU format (see in the annex. The report will be distributed as follows:
  - European Union Delegation in Kenya – 2 copies
  - AU-IBAR – 8 copies

The Evaluation Team will be responsible for the entire evaluation exercise and presentation of the final results.

VII - MANAGEMENT ARRANGEMENT

7.1 - Location of assignment

The assignment will be carried out in Nairobi (based at the AU-IBAR offices) and in the field. The field component will be carried out in selected countries agreed between the Genetics Project team with the Evaluation Team during the entry meeting. During the preparation of the missions and the drafting phases of the reports, the consultants will be based in Nairobi.

7.2 - Logistics

Cost of travel and subsistence outside Nairobi, will be provided by AU-IBAR in accordance with AU rules

7.3 – Consultancy Period

The consultancy shall be for a period of 2 MONTH (60 DAYS), and shall be effective from the date of signing the contract by both parties.
VIII. REPORTING
The evaluation report shall take the form and assume the content outlined in Annex II. The reports must match quality standards. The text of the report should be illustrated, as appropriate, with maps, graphs and tables; a map of the project areas of intervention is required (to be attached as Annex).

The consultant will submit the Draft Report and the Final Report in English: The quality of the final report will be assessed by AU-IBAR using a quality assessment grid (see annex...ADD grid).

Photos of each site visited on the ground shall be provided - laid out in a word document.
ANNEX

ANNEX I - key documents for the evaluation

- Genetics Project Financing Agreement
- Grant contract
- Partners contracts
- Inception report
- Field reports
- Quarterly progress reports
- Annual reports
- Minutes of SC meetings, Minutes of coordination meetings
- M&E documents, including revised Genetics Project logical framework and M&E plan
- Genetics Project documents.
- Audit report/verification.
- The Final Exit Strategy Consultation Report.
## Annex IV - Logical Framework

<table>
<thead>
<tr>
<th>Intervention logic</th>
<th>Objectively Verifiable Indicators for achievement</th>
<th>Source of Verification</th>
<th>Risks and Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Overall Objective</strong></td>
<td>Incidence of poverty and food insecurity among livestock dependent people reduced by 10% by the end of the project.</td>
<td>National health statistics National economic indicators PSRs World Bank Reports FAO Statistical Database</td>
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<td></td>
<td>Increase of livestock sector contribution to GDP by 10% by the end of the project</td>
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<tr>
<td><strong>Purpose</strong></td>
<td>60% of target countries have established databases on status and trends of AnGR by the end of the third year of the project.</td>
<td>Published guidelines and frameworks Project reports List of institutions participating in information sharing</td>
<td>Regional coordination and information sharing will support the continued existence and effectiveness of regional organizations that harmonize regional policies</td>
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<td></td>
<td>80% of target countries have livestock policy frameworks for the sustainable use and conservation of AnGR by the end of the project.</td>
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<td>Regional improvement programmes established in 100% RECs by the end of year 4 of the project.</td>
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<td>80% of the target countries have national conservation initiatives by the third year of the</td>
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</table>
80% of target countries promote in-situ and ex-situ breeding conservation programmes by the fourth year of the project.

<table>
<thead>
<tr>
<th>Result 1</th>
<th>Status and trends of AnGR in West, Central and East Africa established.</th>
<th>The impact of crossbreeding of indigenous cattle breeds and exotic breeds in West, Central and East Africa documented and published by the end of the second year of the project. The impact of transhumance and livestock trade on AnGR in West Africa documented and published by the end of the second year. At least 4 policy notes on the success stories and lessons learnt from past genetic conservation and improvement program produced and disseminated by the end of the year 3. The state on AnGR in all countries involved in project updated by the end of the year 3. All countries timely submit their contribution to the global report.</th>
<th>Assessment reports Survey reports Project reports Published guidelines Breeds fact sheets</th>
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<tbody>
<tr>
<td></td>
<td>Government priorities in the regions will remain or become more supportive of endemic ruminant livestock production Policies of existing local and national extension services relevant to livestock production favours the conservation of endemic ruminant livestock</td>
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<tr>
<th>Result 2</th>
<th>Policy frameworks for the sustainable use and conservation of AnGR developed.</th>
<th>At least 20 Countries have developed policy and protocols for the use of biotechnology for genetic improvement by the end of the project. Technical standards and</th>
<th>Published frameworks Published technical standards Project reports Published guidelines Technical standards</th>
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<td></td>
<td>The viability of endemic ruminant livestock pure breed genetic improvement programme could be compromised by artificial insemination</td>
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<td><strong>Result 3</strong></td>
<td>National and regional conservation and improvement strategies and initiatives established and strengthened</td>
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<td><strong>At least 30 Countries have developed national action plan for AnGR by the end of the project</strong></td>
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<td><strong>At least 4 regional livestock breeders’ associations supported by the end of the third year</strong></td>
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<td><strong>At least 25 livestock breeders association strengthened or established by the end of the project</strong></td>
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<td><strong>At least three programs for the conservation of transboundary breed formulated or strengthened</strong></td>
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<td><strong>At least three RECs have AnGR issues in their regional livestock</strong></td>
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<td><strong>Policy framework, Technical standards, guidelines and protocols for in situ and ex situ conservation of at least 3 livestock species developed by the end of the third year</strong></td>
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<td><strong>Protocols for the exchange and use of genetic materials developed for at least 2 livestock species by the end of the third year</strong></td>
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<td><strong>Potential conflicts in the sub-region could hamper the sustainable management of livestock and lead to increased migration Natural phenomena (floods, drought, etc.) could have direct negative impacts</strong></td>
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<td>Result 4</td>
<td>Knowledge, attitude and practice of the contribution of livestock and livestock sector to economic growth, food security and poverty reduction, increased.</td>
<td>Protocols for the characterization and inventory of at least four livestock breeds developed and implemented by the end of the third year.</td>
<td>Project reports Published technical reports AnGR database Compilation of best practices Monitoring tools List of focal institution being part of the networks Regional focal points reports</td>
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<td>An AnGR database established at the end of the second year of the project</td>
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<td>A tools for monitoring of trends and associated risks of transboundary breeds developed and implemented by the third year of the project</td>
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<td>At least 3 regional information sharing networks established by end of project</td>
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<td>04 regional focal points for animal genetic resources are established and strengthened by the end of the third year</td>
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<td>Information and best practices on animal genetic resources conservation and improvement initiatives documented and easily accessible by all stakeholders at end of project</td>
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