



# ACTED

## Terms of Reference

### Final External Evaluation

Provision of transitional and emergency shelter and sanitation facilities, food and nutrition assistance to conflict and natural disaster affected communities in hard-to-reach areas, whilst increasing evidence based humanitarian programming in Afghanistan

DONOR	USAID Bureau of Humanitarian Assistance (USAID/BHA) Award No.72DFFP20GR00094
PROJECT DURATION	October 10, 2020 – March, 31, 2022 Non-Cost Extension request until June 30 <sup>th</sup> , 2022
LOCATIONS	Faryab, Badakhshan, Ghor and Badghis provinces, Afghanistan
PARTNERS (IF ANY)	ORCD & CHA
MAIN PROJECT OBJECTIVE	To provide transitional and emergency shelter, food and nutrition assistance to conflict and natural disaster affected communities in hard-to-reach areas of Afghanistan.
OBJECTIVES OF THE EVALUATION	Overall objective: <ul style="list-style-type: none"><li>- To assess the relevance and performance of the project, as compared to the project document and with a strong focus on results.</li><li>- To highlight key lessons learnt, best practices and recommendations to feed back into current and future ACTED programming in the same sectoral areas and using similar approaches to meeting their objectives.</li></ul>
OVERVIEW OF THE METHODOLOGY FOR THE EVALUATION	The external consultant employed by ACTED will assess the project according to six Development Assessment Committee (DAC) criteria (relevance, efficiency, effectiveness, sustainability, impact, and coherence). Cross-cutting issues such as gender, environment, accountability and do no harm will also be part of the analysis. The methodology for data collection is to be determined by the consultant with ACTED approval. The consultant is expected to conduct field missions to obtain the necessary qualitative and quantitative data that provides evidence of the impact of the response with members of communities targeted by the project. The evaluation should be conducted mainly through secondary data review, focus group discussions, key informant interviews and household-level interviews with a broad range of project stakeholders, including beneficiaries, as well as direct observations.
EVALUATION DATES	Final External Evaluation Report to be submitted to BHA by

# TABLE OF CONTENTS<sup>1</sup>

ACRONYMS .....	3
ACTED.....	4
ACTED WORLDWIDE .....	4
ACTED IN AFGHANISTAN.....	4
PROJECT BACKGROUND.....	5
BACKGROUND AND RATIONALE OF THE PROJECT.....	5
ACTIVITIES OF THE PROJECT .....	6
KEY PROJECT STAKEHOLDERS .....	7
SCOPE AND PURPOSE OF THE EVALUATION.....	8
RESEARCH CRITERIA AND QUESTIONS.....	9
1/ RELEVANCE .....	9
2/ COHERENCE .....	9
3/ EFFICIENCY.....	10
4/ EFFECTIVENESS.....	10
5/ IMPACT .....	10
6/ SUSTAINABILITY.....	11
EVALUATION METHODOLOGY .....	11
SCHEDULE .....	12
DELIVERABLES .....	12
INCEPTION REPORT .....	13
FINAL EVALUATION REPORT.....	13
FEEDBACK ON DELIVERABLES.....	15
Expertise requirements.....	15
Application process.....	15
Applications' scoring.....	16

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<sup>1</sup> Based on the European Union's ROM Handbook and guidance for final evaluations.

## ACRONYMS

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AC: Area Coordinator  
AME: Appraisal Monitoring and Evaluation  
ANDMA: Afghanistan National Disaster Management Authority  
BHA: Bureau of Humanitarian Affairs  
CHP: Community Hygiene Promoter  
CDC: Community Development Committees  
CFM: Country Finance Manager  
CfW: Cash-for-Work  
CLM: Country Logistics Manager  
DAC: Development Assessment Committee  
DoRR: Department of Refugees and Repatriation  
DRR: Disaster Risk Reduction  
DRRD: Department of Rural Rehabilitation and Development  
DVA: District Development Assemblies  
ES-NFI: Emergency Shelter and Non-Food Items (cluster)  
FFP: Food For Peace  
FGD: Focus Group Discussion  
FSAC: Food Security and Agriculture Cluster  
HH: Household  
HP: Hygiene Promotion  
ICCT: Inter-cluster coordination Team  
KII: Key Informant Interviews  
NFI: Non-Food Item  
OCHA: UN Office for the Coordination of Humanitarian Affairs  
OFDA: U.S. Office of Foreign Disaster Assistance  
PASSA: Participatory Approach to Safe Shelter Awareness  
PC: Project Coordinator  
SAC: Sub-Area Coordinator  
S&S: Shelter and Settlement  
WASH: Water, Sanitation and Hygiene

# ACTED

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## ACTED WORLDWIDE

ACTED is a non-governmental organization with headquarters in Paris, founded in 1993. Independent, private and not-for-profit, ACTED respects a strict political and religious impartiality and operates according to principles of non-discrimination and transparency.

ACTED endeavors to respond to humanitarian crises and build resilience; promote inclusive and sustainable growth; co-construct effective governance and support the building of civil society worldwide by investing in people and their potential.

ACTED's mission is to save lives and support people in meeting their needs in hard to reach areas.

ACTED develops and implements programs that target the most vulnerable amongst populations that have suffered from conflict, natural disaster, or socio-economic hardship. ACTED's approach looks beyond the immediate emergency towards opportunities for longer term livelihoods reconstruction and sustainable development.

As of 2019, ACTED was present in four continents and implements projects in 38 countries for the benefit of approximately 20 million people, responding to emergency situations, supporting rehabilitation projects and accompanying the dynamics of development.

## ACTED IN AFGHANISTAN

ACTED has been present in country since 1993 and assisted communities through emergency, recovery and development interventions in response to conflict and disasters, and thanks to its longstanding presence ACTED has built up a long-term legacy of access and community acceptance in some of Afghanistan's most peripheral and insecure areas.

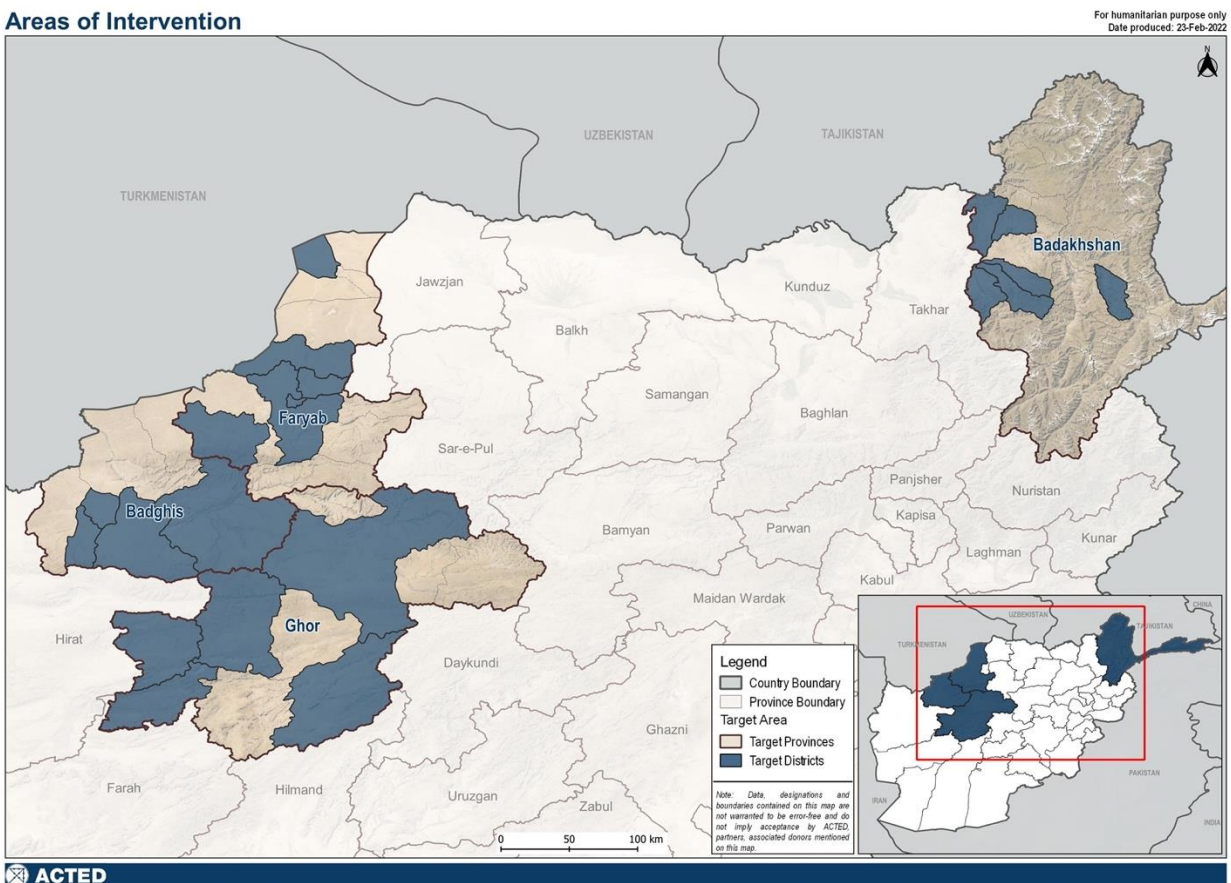
ACTED has been working continuously in the country for over 26 years, implementing a wide range of emergency response programs to assist communities throughout the various periods of conflict and insurgencies, as well as following natural disasters. Currently, ACTED Afghanistan is operating with more than 1,000 employees spread across its 17 provinces of intervention: Faryab, Sar-e-Pul, Jawzjan, Balkh, Samangan, Ghor, Badghis, Herat, Baghlan, Kunduz, Takhar, Badakhshan, Nangarhar, Laghman, Kunar, Kandahar and Kabul, and is delivering a wide range of emergency and development interventions covering food security and livelihoods, WASH, shelter and non-food items, education, good governance, infrastructure and community development.

# PROJECT BACKGROUND

## BACKGROUND AND RATIONALE OF THE PROJECT

Since October 2020, ACTED has been implementing a USAID-funded project titled ‘Provision of transitional and emergency shelter and sanitation facilities, food and nutrition assistance to conflict and natural disaster affected communities in hard-to-reach areas, whilst increasing evidence based humanitarian programming in Afghanistan.’ This multi-sectoral intervention is composed of multiple components such as Food Security and Livelihood (Cash for Food/Work), Nutrition (Implemented by partners CHA and ORCD), Shelter and Settlement, WASH, and Information Management (Implemented by REACH).

With the primary goal of the intervention ‘To alleviate the immediate shelter, food and nutrition needs of conflict and natural disaster affected communities in hard-to-reach areas of Afghanistan, while informing humanitarian programming decision making’, ACTED aims to support 200,011 individuals and 118 organizations through this 18 month intervention in Badakhshan, Faryab, Ghor and Badghis.



Map 1. Areas of intervention of the project.

## ACTIVITIES OF THE PROJECT

ACTIVITY	TARGET
<b>Sector: Food For Peace / Food Security and Livelihoods</b>	
Objective: To provide immediate food assistance to conflict and natural disaster affected communities in hard-to-reach areas	
Market assessment	20 districts
Community mobilization, and selection and verification of beneficiaries	10,030 HHs
Provision of unconditional cash for food assistance	8,300 HHs
Cash-for-Work (CFW) assistance	1,730 HHs
Post-distribution monitoring	
<b>Sector: Nutrition</b>	
Objective: To provide life-saving nutrition support to conflict and disaster affected households	
<b>Sub-Sector: Management of Acute Malnutrition</b>	
Establish and run mobile nutrition teams	4 teams
Capacity building for nutrition service delivery (Community Health Workers and health facilities staff)	160 nutrition counsellors
Nutrition awareness raising	200 community leaders
<b>Sub-Sector: Infant and Young Child Feeding in Emergencies</b>	
Infant and Young Child Feeding (through mobile nutrition teams)	40,000 children under 5
<b>Sector: Shelter &amp; Settlement</b>	
Objective: To support vulnerable returnee, internally displaced and natural disaster affected households through transitional shelter, as well as providing winterization assistance to the most vulnerable households.	
<b>Sub-sector: Shelter</b>	
Community mobilization and beneficiary selection	560 HHs
Site Identification	n/a
Shelter construction and design	560 shelters
Provision of material and cash support	560 HHs
Demonstration and supervision	560 HHs
<b>Sub-sector: S&amp;S DRR</b>	
Community hazard mapping	n/a
PASSA <sup>2</sup> training	560 HHs
Shelter construction	560 shelters
<b>Sub-sector: S&amp;S NFIs</b>	
Rapid market assessment (winterization)	21 districts
Mobilization and Beneficiary Identification (winterization)	1,100 HHs
Provision of winterization training/ sensitization	1,100 HHs
Provision of winterization assistance	1,100 HHs

<sup>2</sup> PASSA: Participatory Approach to Safe Shelter Awareness

Sector: Water, Sanitation and Hygiene	
Objective: To improve sanitation infrastructure for returnee and IDPs and support regular and rapid access to hygiene promotion.	
Sub-sector: Hygiene promotion	
Hygiene training	16 Hygiene trainers
Hygiene Promotion (HP)	880 sessions
Sub-sector: Sanitation	
Model and distribution	560 latrines
Construction	560 HHS
Sub-sector: WASH NFIs	
Provision of hygiene kits to vulnerable households	560 HHS
Sector: Humanitarian Coordination and Information Management	
Objective: Improve the understanding of the volatile humanitarian situation in Afghanistan through a stronger informant management structure that (1) adequately includes the perspective of women and non-household head members, (2) monitors the development of needs in hard-to-reach areas, and (3) facilitates regular joint analysis of existing information sources – across sectors and geographic areas.	
Sub-Sector: Information Management	
Whole of Afghanistan Gender-Sensitive Multi-Sector Needs Assessment	n/a
Hard-to-Reach Areas Monitoring	n/a
Analysis & rapid assessment support to ICCT and OCHA	n/a

## KEY PROJECT STAKEHOLDERS

The following stakeholders are involved in the project:

- ACTED, who implements the project activities under three following sectors: *Food For Peace / Food Security and Livelihoods, Shelter & Settlement, and Water, Sanitation and Hygiene.*
- CHA and ORCD, implementing partners who implement activities under the *Nutrition & Food for Peace* sectors.
- IMPACT/REACH, who implements activities under the *Humanitarian Coordination and Information Management* sector of this intervention.
- Beneficiaries, who are involved at every stage of the project, specifically in baseline assessment and beneficiary selection, cash-for-work, food for peace distributions, shelters and latrines construction, disaster risk reduction (DRR) and hygiene promotion training, etc.
- District Development Assemblies (DDA), Community Development Councils (CDC) and community leaders of the targeted areas who were involved in registration and selection of beneficiaries to ensure that it is conducted through a well-understood and transparent process.
- Provincial and district authorities including Department of Refugees and Repatriation (DoRR), Department of Rural Rehabilitation and Development (DRRD) and Afghanistan National Disaster Management Authority (ANDMA) are involved in the needs assessment that determined the areas of intervention, beneficiary selection, as well as overall monitoring of project implementation.
- WASH cluster whose standards were included in the specification of Hygiene kits and Hygiene Promotion campaign.

- Emergency Shelter and Non-Food Items (ES-NFI) cluster whose standards were included in the specification of shelter and latrine design.
- Food Security and Agriculture Cluster (FSAC) whose standards were included for the design of the selection criteria under the Food For Peace / Food Security and Livelihood component of the project.

## SCOPE AND PURPOSE OF THE EVALUATION

The main objective of this evaluation is to provide ACTED and BHA with an assessment of the project, its design, implementation and results. The aim is to determine the *relevance* and fulfillment of objectives, *efficiency*, *effectiveness*, *impact*, *coherence* and *sustainability* of the project. The evaluation should provide information that is evidence-based, credible and useful, enabling the incorporation of lessons learned into the future decision-making processes of ACTED and the donor. Specifically, this evaluation will:

1. Assess the extent to which the project met planned outcomes for and the relevance and efficiency of the selected methodologies to achieve these outcomes.
2. Highlight lessons learnt, best practices and recommendations for improvements to feed back into current and future ACTED programming in the same sectoral areas and using similar approaches to meeting their objectives.

The Food For Peace / Food Security and Livelihoods sector of the project has been selected for this exercise. The specific activities falling under the FFP and FSL component and under the scope of the evaluation are (i) the provision of unconditional cash-for-food (CFF) assistance and (ii) cash-for-work (CfW) activities (conditional). Both activities were conducted across the provinces and districts detailed in the table below and at different times of the project and divided in several rounds<sup>3</sup>.

**Table 1.** Activity targets per provinces

Activity	Badakhshan	Faryab	Ghor	Badghis	Total
Cash-for-food	2,500	2,500	1,500	1,800	<b>8,300</b>
Cash-for-work	500	500	400	330	<b>1,730</b>
<b>Total</b>	<b>3,000</b>	<b>3,000</b>	<b>1,900</b>	<b>2,130</b>	<b>10,030</b>

Under this component ACTED intends to provide immediate food assistance to conflict and natural disaster affected communities in hard-to-reach areas, targeting the most vulnerable households that are facing food insecurity and income gaps under IPC 4 – Emergency and IPC 3 – Crisis levels, to receive the lifesaving assistance. Thus, the locations of the project were identified based on where the population most severely affected by the conflict resides and are the most in need, despite the displacement status.

CfW activities aim to ensure that linkages with longer-term solutions and livelihoods are established, as prioritized by the FSAC. ACTED aims to prioritize the provision of the full food basket to households facing emergency levels of food insecurity, characterized by “*large food consumption gaps which are reflected in very high acute malnutrition and excess mortality*” and/or are employing negative coping strategies and asset liquidation. ACTED ensured flexibility in its CfW programming approach after August 15 and adapted and modulated the conditional activity towards unconditional food assistance for female beneficiaries, considering that the CfW was no longer adapted to them considering the new context.

<sup>3</sup> Details on the activity timeline will be provided to the external evaluator at the beginning of the evaluation.



As part of the selection process, ACTED relied on the FSAC guidelines to design the selection criteria and adjusted them to ensure the fair prioritization of the most vulnerable households. ACTED started the sensitization and mobilization campaigns with key stakeholders in the month of December 2020 in the targeted communities for the emergency food assistance component of the project. During the sensitization and mobilization, ACTED engaged with local leaders, community development councils (CDCs), local authorities, and humanitarian partners in each of the targeted locations to ensure a coordinated and community-based approach.

## RESEARCH CRITERIA AND QUESTIONS<sup>4</sup>

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The evaluation shall use all six of the following DAC criteria and corresponding questions.

### 1/ RELEVANCE

The extent to which the intervention objectives and design respond to beneficiaries', global, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change.

“Respond to” means that the objectives and design of the intervention are sensitive to the economic, environmental, equity, social, political economy, and capacity conditions in which it takes place. “Partner/institution” includes government/de facto government institutions (national, regional, local), civil society organizations, private entities and international bodies involved in funding, implementing and/or overseeing the intervention. Relevance assessment involves looking at differences and trade-offs between different priorities or needs. It requires analyzing any changes in the context to assess the extent to **which the intervention** can be (or has been) adapted to remain relevant.

The following questions should be answered:

- 1.1 Was the action adequately designed to respond to the needs of the direct beneficiaries?
- 1.2 To what extent did the project take into account the needs of different groups (girls, boys, women, men, people with disabilities, etc.)? How were gender, age and diversity considered?

### 2/ COHERENCE

The compatibility of the intervention with other interventions in a country, sector or institution.

The extent to which other interventions (particularly policies) support or undermine the intervention, and vice versa. Internal coherence addresses the synergies and interlinkages between the intervention and other interventions carried out by ACTED, as well as the consistency of the intervention with the relevant international norms and standards to which ACTED adheres. External coherence considers the consistency of the intervention with other actors' interventions in the same context. This includes complementarity, harmonization and co-ordination with others, and the extent to which the intervention is adding value while avoiding duplication of effort.

- 2.1 Were there complementarities, harmonization and coordination between this project and other similar projects carried out by other actors in the same area (including to avoid duplication of efforts)?

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<sup>4</sup> All criteria definitions are extracted from the document titled “Better Criteria for Better Evaluation”, released by the DAC Network on Development Evaluation in December 2019.

### **3/ EFFICIENCY**

The extent to which the intervention delivers, or is likely to deliver, results in an economic and timely way.

“Economic” is the conversion of inputs (funds, expertise, natural resources, time, etc.) into outputs, outcomes and impacts, in the most cost-effective way possible, as compared to feasible alternatives in the context. “Timely” delivery is within the intended timeframe, or a timeframe reasonably adjusted to the demands of the evolving context. This may include assessing operational efficiency (how well the intervention was managed).

The following questions should be answered:

3.1 Was the project managed in a cost-efficient manner (in terms of human, financial and other resources versus the results)?

3.2 If there were delays, how important were they, what were the reasons for these delays, what were the consequences, and to what extent have appropriate corrective measures been implemented?

### **4/ EFFECTIVENESS**

The extent to which the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups. Analysis of effectiveness involves taking account of the relative importance of the objectives or results.

4.1 Were the expected results realized?

4.2 Did the achievement of the results conduct to the achievement of the project specific objective? What were the major factors influencing the achievement or non-achievement of set objective? If there is a gap between the benefits brought by the activities and the objective of the project, how can it be explained?

The focus should be on outputs' and outcomes' delivery and quality (not activities); it is expected to explain any causes of deviations and the implications thereof. The level of achievement of results should be assessed as reflected by indicators covering the specific objective (outcome), providing a transparent chain of arguments.

### **5/ IMPACT**

The extent to which the intervention has generated or is expected to generate significant positive or negative, intended or unintended, higher-level effects.

Impact addresses the ultimate significance and potentially transformative effects of the intervention. It seeks to identify social, environmental and economic effects of the intervention that are longer term or broader in scope than those already captured under the effectiveness criterion. Beyond the immediate results, this criterion seeks to capture the indirect, secondary and potential consequences of the intervention. It does so by examining the holistic and enduring changes in systems or norms, and potential effects on people's well-being, human rights, gender equality, and the environment.

The following questions should be answered:

5.1 What evidence is there that the project contributed to the achievement of its overall objective?

## 6/ SUSTAINABILITY

The extent to which the net benefits of the intervention continue, or are likely to continue.

It includes an examination of the financial, economic, social, environmental, and institutional capacities of the systems needed to sustain net benefits over time. Involves analyses of resilience, risks and potential trade-offs. Depending on the timing of the evaluation, this may involve analyzing the actual flow of net benefits or estimating the likelihood of net benefits continuing over the medium and long-term.

The following questions should be answered:

- 6.1. What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?
- 6.2 What are the possibilities for replication and extension of the project's outcomes?

Human, organizational (including policies and institutions) and financial factors, as well as environmental and gender viability, are the main sustainability factors.

## EVALUATION METHODOLOGY

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While ACTED suggests consideration of the following mixed-methods methodology in order to collect the relevant data, the consultant is expected to determine the final methodological approach for presentation and approval during the inception phase. Final approval will be made by ACTED's Country AME Manager, in consultation with ACTED's AME Unit, Project Development Manager, Project Coordinator and Project Manager.

The evaluation is expected to be based on the findings and factual statements identified from review of relevant documents including the project document (English/Dari), ad-hoc, monthly, quarterly and interim reports to the donor (English), monthly Project Manager reports (English), in addition to the technical reports (English) produced by the project, the AME surveys (reports and databases) produced for these projects. ACTED will provide the external expert with all available project documentation at the beginning of the consultancy. Project specific context shall also be taken into account.

The consultant will also undertake field visits and interview the stakeholders including the target beneficiaries, government officials, etc. It is anticipated the consultant will physically travel to the areas of the project intervention, if the security situation allows to. In case the consultant cannot visit some locations, they will be reviewed via distance. Participation of stakeholders in the evaluation should be maintained at all times, reflecting opinions, expectations and vision about the contribution of the project towards the achievement of its objectives. The following persons should be visited and interviewed:

- ACTED project team members and key support staff involved in the project (i.e. ACTED Country Finance Manager (CFM), Country Logistics Manager (CLM) and Area Coordinators (AC), ACTED Sub-area coordinators (SAC), Project Coordinator (PC), AME Focal Point, through Key Informant Interviews (KII) and whenever possible, to gather their reflections, best practices and lessons learnt about the performance of the project.
- CDC: key information interview and/or Focus Group Discussions (FGD) for their feedback on their involvement in the activities and their reflection about the project activities and impact in the area
- Beneficiaries: quantitative survey for their feedback on their involvement in the activities. The sample size must use sample parameters of 95% of confidence level and 5% of margin of error.

Participation of relevant stakeholders in the evaluation will be maintained at all times, reflecting opinions, expectations and vision about the contribution of the project towards the achievement of its objectives.

The methodology must consider participants' safety throughout the evaluation (including recruitment and training of research staff, data collection / analysis and report writing) as well as research ethics (confidentiality of those participating in the evaluation, data protection, age and ability-appropriate assent processes) and quality assurance (tools piloting, enumerators training, data cleaning). Striving for female representation on the research team will ensure that the women interviewed are comfortable participating in the surveys.

The above-described methodology is indicative, the consultant is expected to provide a detailed methodology and work plan. He/she will also be free to collect additional data in order to reply to all the research questions.

## SCHEDULE

This assignment is expected to begin by mid-May 2022 and shall be accomplished no later than July 31, 2022. Bidders should provide an evaluation workplan detailing the number of working days required per evaluation activity (see below table).

<b>Evaluation activities</b>	<b>Suggested Schedule</b>
Review of program activities, implementation policies and reporting mechanisms, based on available documentation	To be filled by bidders
Development of an Inception Report, outlining the methodology for data collection and analysis	To be filled by bidders
Data collection	To be filled by bidders
Analysis of program performance based on the five DAC criteria and the corresponding research questions listed above	To be filled by bidders
Drafting of the Final Evaluation Report	To be filled by bidders
Finalization of the Final Evaluation Report, taking into account ACTED comments on its quality and accuracy.	10 days

The consultant will be expected to meet weekly with ACTED management staff to provide updates on the evaluation timeframe. This can be done either by phone or in person.

## DELIVERABLES

The following deliverables should be provided to ACTED's representative in Kabul, Afghanistan, who will then circulate them to the relevant ACTED departments and partners for feedback.

All deliverables should be in electronic version, Word/Windows compatible format and in English.

<b>Deliverables</b>	<b>Deadline</b>
Inception Report	To be delivered no later than May 10, 2022
Draft Final Evaluation Report	To be delivered no later than

	June 30, 2022
Final version of the Final Evaluation Report	To be delivered no later than July 31, 2022

For all deliverables, the external expert is expected to underline factual statements using evidence, and to comment on any deviation.

## INCEPTION REPORT

The inception report shall include the following elements:

- Detailed description of the methodology for the evaluation
  - o Data collection methods
  - o Data collection tools
  - o Sampling
  - o Approach to quality control
- Data analysis methods
- Justification for revising the Evaluation Questions (if relevant)
- Detailed workplan
- Analysis of anticipated limitations and mitigation measures

## FINAL EVALUATION REPORT

The consultant shall use ACTED's Final Evaluation Report template (to be provided at the beginning of the evaluation), including the following elements:

<p><b>Executive summary</b></p> <p><i>(2 pages max)</i></p>	<p>Should be tightly drafted, and usable as a free-standing document. It should be short, not more than 2 pages. It should focus on the main analytical points, indicate the main conclusions, lessons learned and specific recommendations. Specific guidance on how to develop the Executive Summary will be provided at the beginning of the evaluation.</p> <p>Note that this section of the template also contains an overview scoring table that should be filled by the consultant in a consistent and sound manner.</p>
<p><b>Project synopsis</b></p> <p><i>(this section should not exceed 1 page in length)</i></p>	<p>The project synopsis serves as an introduction and provides background information. It therefore includes a short text on the objectives of the project and issues to be addressed by it, a description of the target groups and a summary of its intervention logic, including the indicators at the three levels of the intervention logic: overall objective/impact, specific objective/outcome, outputs. The synopsis does not include appreciations and observations on issues related to the project implementation.</p>
<p><b>Methodology</b></p> <p><i>(this section should not exceed 1 page in length)</i></p>	<p>The methodology section should detail the tools used in the evaluation; locations, sample sizes, sampling methodology, tools used, dates, team composition, limitations faced and other pertinent facts.</p>

<p><b>Findings</b></p> <p><i>(max. 2 pages per DAC criteria)</i></p>	<p>The findings section should present the results of the evaluation in an objective and non-judgmental way that gives an honest portrayal of the project.</p> <p>Included in the findings should be a discussion of how well the project achieved each of the above-listed DAC criteria.</p> <p>The consultant shall highlight the most important findings relating to the performance of the project and elaborate on them in detail while also pointing out any critical issues and/or serious deficiencies. Findings shall be accurate, concise and direct. They must be based on and coherent with their answers to the evaluation questions.</p> <p>The consultant is expected to provide a self-sustaining explanation of their assessment which must be understandable by any person unfamiliar with the project while at the same time providing useful elements of information to the stakeholders. The consultant should avoid the following weaknesses: not evidence based, lack of technical content (e.g. experts provide an analysis which does not take into account the state of the art of knowledge in a given sector or topic).</p> <p>Full source details (including file name, page numbers...) are always to be included.</p>
<p><b>Conclusions, Lessons Learned, Best Practices, and Recommendations</b></p> <p><i>(max.3 pages)</i></p>	<p>These should be presented as a separate final chapter. Wherever possible and relevant, for each key conclusion there should be a corresponding recommendation. The consultant shall set out the main conclusions and recommendations based on the answers given to the evaluation questions and which are summarized in the findings section.</p> <p>Recommendations should be as realistic, operational and pragmatic as possible and drafted in a way that the stakeholders to whom they relate are clearly identified. Recommendations are derived from the conclusions and address issues of major importance to the performance of the project. They must take in consideration applicable rules and other constraints, related for example to the context in which the project is implemented. They must not be phrased in general terms but constitute clear proposals for solutions and they target the most important issues rather than minor or less relevant aspects of a project.</p> <p>Through conclusions, lessons learned, best practices and recommendation, the evaluation will generate knowledge and support accountability to beneficiaries, the donor, ACTED and the overall humanitarian community. It will provide information on the processes or activities that ACTED implemented to develop insights, knowledge, and lessons from past experiences so as to improve current and future performance.</p>
<p><b>Annexes</b></p>	<ul style="list-style-type: none"> <li>• Terms of Reference of the evaluation</li> <li>• Assessment tools used (questionnaires, checklists, scoring grids, etc.)</li> <li>• List of persons (job titles only, no names)/organizations consulted</li> <li>• List of literature and documentation consulted</li> <li>• Other technical annexes (e.g. statistical analyses and other pertinent elements, graphs, etc.)</li> </ul>

## FEEDBACK ON DELIVERABLES

Please note that both inception and final reports are subject to ACTED's approval before they are considered as final deliverables and corresponding milestones payment can be released.

Upon submission of the draft inception report / draft final evaluation report by the consultant, ACTED will formulate comments as well as indicate any factual errors, within five working days of reception.

Comments will be formulated on the basis of the Inception Report and Final Evaluation Report Quality Control Checklists that will be provided to the consultant at the beginning of the evaluation.

For the draft final evaluation report, consultants are informed that ACTED will provide an opinion on the quality of the evaluation report and each of its components (synopsis, methodology, findings, conclusions and recommendations, and annexes), which should be taken into account by the consultant. For each recommendation, ACTED will also state to what extent (Yes, Partially, No) it agrees with the recommendation and accurately reports the opinion of the consulted stakeholders.

All comments should be considered by the consultant before the two reports are considered completed. The consultant shall take note of these comments and decide whether or not to revise the reports and, where appropriate, succinctly explain why comments cannot be taken into account. The consultant submits a revised version of the report to ACTED, within five days (Inception Report) / five days (Final Evaluation Report) of receipt of ACTED comments. The revised version should clearly highlight all changes made.

## EXPERTISE REQUIREMENTS

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The consultant should have the following background:

- Post-graduate qualifications in development/humanitarian studies or relevant area
- Experience in project Monitoring and Evaluation, in particular in Food Security and Livelihood projects
- Strong knowledge and/or demonstrated experience in designing and conducting similar monitoring and evaluation activities in insecure contexts is required
- Excellent knowledge of the Afghanistan context, especially in terms of security, and culture is required
- Strong knowledge of Core Humanitarian Standards
- Strong analytical skills and ability to clearly synthesize and present findings
- Excellent written and oral English essential
- Good knowledge in Dari is an advantage

The consultant shall identify a focal point for communication and reporting purposes, with appropriate skills and experience. At the briefing session, the focal point should submit a full contact list of all those involved in the evaluation.

## APPLICATION PROCESS

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Leading consultant is requested to include the following in the application:

- CV(s) of the personnel deployed (including field team)

- Organogram of the team structure
- Sample from previous work (max. 10-20 pages) from at least 2 separate projects; description of similar past experience, including description of the evaluation criteria, project, area of intervention, and total budget
- Technical Proposal including a detailed methodology and work plan
- Detailed Financial Proposal (cost effective and showing unit costs) – Allocated budget = USD 30,000

Please note that the consultancy firm will have to comply with all government rules and will be responsible for government taxes.

By undertaking this assessment, consultants are expected to abide to humanitarian principles and to ensure the confidentiality of the data collected, in line with ACTED Data Protection Policy. It is also demanded that consultants follow at all times ACTED's Security Plan and Code of Conduct.

All data collected as part of this evaluation will remain ACTED's property. By the end of the final evaluation, the external evaluator shall submit all ACTED-/project-related documentation back to ACTED management. The Final External Evaluation Report produced under the present contract shall not be shared externally without ACTED's prior written approval.

It is the responsibility of the consultant to budget for a translator (if required), as well as medical / health / repatriation insurance.

ACTED will not take the responsibility of the transportation, access, accommodation and food-related expenses. It is the sole responsibility of the evaluator to take the appropriate measure to ensure access and lodging of the team on the field.

To ensure equal treatment of applicants, ACTED cannot give a prior opinion on the eligibility and selection of bidders. ACTED has no obligation to provide clarifications on the call for tender; should ACTED decide to provide additional information, it will be published to be available to all potential bidders.

## APPLICATIONS' SCORING

Applications will be scored on the following criteria:

I. Technical Proposal		70pts
a.	Technical skills of personnel deployed (CVs, organizational structure of the team, experience in conducting similar final evaluations - similarity to the evaluation criteria, project and covered area will be scored equally)	30pts
b.	Context specificity /relevance of Methodology and work plan	20pts
c.	Sample from previous work	20pts
II. Financial Proposal		30pts
<b>s</b>		<b>100pts</b>

Any offer submitted after the deadline will be automatically rejected. Any missing document will lead to the direct disqualification of the applicant.



Offers that do not comply with the overall length and deadline of the assignment (as provided above), do not include field visits and/or do not plan to assess each of the above-listed DAC criteria will be disqualified.

Any error or major discrepancy related to the instructions listed in the Terms of Reference may lead to the rejection of the bid.

Clarifications will only be requested by ACTED to bidders when information provided is not sufficient to conduct an objective assessment of the submitted offer.

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