



# ACTED

## Terms of reference

### Final External Evaluation

### Improving Food Availability, Market Access and a Regenerative Environment through Modern Agricultural Practices in Akobo

DONOR	Swiss Agency for Development and Cooperation (SDC) Co-funding was provided by the French Embassy in Phase I and Phase II.
PROJECT DURATION	October 1 <sup>st</sup> 2015 – July 31 <sup>st</sup> 2019 (46 months) - Phase I (1/10/2015-31/05/2017) - Phase II (01/06/2017-31/05/2018) - Phase III (01/08/2018-31/07/2019)
LOCATIONS	Akobo, Jonglei State, South Sudan
MAIN PROJECT OBJECTIVE	To improve resilience to food insecurity, environmental practices and market access in Akobo.
OBJECTIVES OF THE EVALUATION	Overall objective: - To provide an external opinion on the relevance and performance of ACTED's projects/intervention in Akobo, as compared to the project documents and with a strong focus on results and impact. - 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.
OVERVIEW OF THE METHODOLOGY FOR THE EVALUATION	The external expert will assess the projects/intervention according to five DAC criteria (relevance, efficiency, effectiveness, sustainability, impact). 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 however 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	May 13 <sup>th</sup> 2019 – June 1 <sup>st</sup> 2019 (tentative)

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

# 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 programmes 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 2018, ACTED was present in four continents and our teams intervene in 37 countries towards approx. 14 million people, responding to emergency situations, supporting rehabilitation projects and accompanying the dynamics of development.

## ACTED IN SOUTH SUDAN

ACTED has been present in South Sudan since 2007 delivering life-saving support, resilience and development projects. Since the eruption of the South Sudanese conflict in December 2013, ACTED has been contributing to the delivery of humanitarian services to internally displaced persons, refugees and host communities in many locations across South Sudan. ACTED works with local communities, local authorities, local NGOs, INGOs, clusters, agencies and donors to ensure effective and efficient delivery of projects. ACTED has been pioneering full humanitarian actions and resilience building interventions toward communities to address the large-scale humanitarian needs in South Sudan including Upper Nile State, Western Bahr el Ghazal, Lakes, Warrap, Jonglei, Central Equatoria and Western Equatoria. Taking into account its technical expertise in Camp Coordination and Camp Management (CCCM), Water, Sanitation and Hygiene (WASH), Food Security and Livelihoods (FSL), distributions and cash delivery, and Shelter and Non-Food Items (SNFI), ACTED undertakes a multi-sectoral approach to life-saving activities across South Sudan. ACTED also acknowledges the importance of engaging in early recovery and longer term solutions to transition towards sustainable solutions as a necessary step to build the resilience and improve the living conditions of the country's poor and displaced populations, through tackling the underlying drivers of food insecurity and poverty. In particular, ACTED has strong experience in conducting resilient FSL programmes in a number of different locations around South Sudan, which is consistent with the approaches outlined in ACTED's East Africa Resilience Strategy. In the context of spiraling food insecurity and poor agricultural production, ACTED has been advocating that only by investing in longer-term and deeper-rooted resilience programming in areas where this is possible (and especially IPC 2 and 3 locations), can humanitarian organizations break the cycle and get ahead of the curve today, to meaningfully prevent such locations from experiencing deteriorating food insecurity levels, including emergency and famine.

# PROJECT BACKGROUND

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## BACKGROUND AND RATIONALE OF THE PROJECT

Since 2015, ACTED has been conducting food security and livelihoods (FSL) interventions in Akobo through a phased approach with funding from SDC (and with some co-funding from the French Embassy). As evidenced in the 2015-2019 South Sudan Humanitarian Needs Overview documents, there are high levels of food insecurity in Akobo, and as Akobo has remained a key Opposition stronghold in the past few years, it has been somewhat isolated from the rest of South Sudan. In addition, Akobo has experienced high levels of insecurity and frequent clashes, due to the national level conflict, as well as inter- and intra- clan fighting both with nearby rival tribes and amongst the local community. This insecurity has contributed to further food insecurity by causing displacement and interrupting harvests. Moreover, the economic crisis continues to deteriorate in South Sudan, with high food prices, high inflation, and disrupted production and supply routes again exacerbating food insecurity. Therefore, there are high humanitarian needs and gaps in Akobo, with few humanitarian actors present on the ground. ACTED's intervention in Akobo primarily aimed to improve food security by increasing access to and availability of food, through directly supporting increased production of farmers with inputs as well as capacity building training, amongst other activities.

Phase I of the project ran from October 2015 to May 2017, which was immediately followed up by Phase II from June 2017 to May 2018, with Phase III, which is currently being implemented, running from August 2018 to July 2019. In Akobo, and indeed across South Sudan, there is high food insecurity. The initial Phase of the intervention aimed to improve the food security of people of Akobo whilst building on the local existing capacities, and encouraging sustainable use of natural resources such as land and the river. The project was designed to address immediate food needs as well as long term food needs through both the provision of agricultural seeds, and investment in trainings on more effective, modern farming techniques through Agro-Pastoral Field Schools (APFS) respectively. Using a two-pronged approach, the project aimed to address both food security needs and nutrition needs by encouraging diversification of crops and vegetables planted. This was in line with both the South Sudan Humanitarian Response Plans for the years 2016 and 2017. In Phase II, ACTED looked to build on the successes of Phase I by continuing to support the established beneficiaries, as well as increase its impact by targeting additional beneficiaries with FSL activities. Phase II focused on providing training and inputs (seeds, tools, and irrigation kits) for agricultural production through APFS, providing post-harvest management training (including on pest control/management) and assets (granaries and drying slabs), improved market access, water catchments for livestock and irrigation, as well as responding to the immediate needs of the most vulnerable beneficiaries through a contingency fund.

Following Phase II, Phase III again aimed to continue to support ACTED's resilience programming in Akobo by focusing on strengthening support to the already existing APFS groups (and their add-ons) that were established in Phases I and II, as well as through identifying and establishing additional APFS groups. Phase III also progressed towards investing more in strengthening the local markets and artisans to be able to sustain and support these groups. Basic market linkage activities such as establishing and strengthening networks between producers and buyers/ vendors will be the building blocks of enhancing the market system and economy in Akobo, by encouraging and incentivizing improved production and highlighting business opportunities. Moreover, environmental awareness campaigns and sustainable practices were also strengthened. Overall, ACTED has established 80 APFS groups across the three phases, with 2,400 beneficiaries reached with agricultural capacity building training and support. Additional beneficiaries

have also been reached through the distribution of seeds and tools to non-APFS members, community animal health workers established, ox-plough training and services provided, construction of granaries, drying slabs, haffirs, swales, and market stalls, and emergency NFI and cash distributions to IDPs.

The APFS model is designed to be a longer-term resilience approach to improving food security, and therefore maintaining support to these groups and communities in Akobo is vital to their sustainability. In addition, working with the existing groups is closely aligned with ACTED's approach to resilience programming in South Sudan, which involves: community engagement; connecting communities; and community integration. Based on feedback received from communities with which ACTED has previously engaged in resilience programming in South Sudan, ACTED acknowledges the importance and need for a long-term commitment to these communities in order to achieve sustainable resilience goals. Moreover, Phase II and III also aimed to maintain a contingency fund to address the sudden onset of crises or needs, such as an influx of IDPs in the area, due to the protracted and severe insecurity in the area.

Investment in modern farming techniques is one way of transforming the mind-set of farmers to ensure surplus production, and through the APFS model, farmers continue to learn by seeing and doing, with many replicating practical modern farming techniques on their own land. While the APFS model takes time for farmers to be fully conversant and confident with, it instils lessons that can be replicated and applied anywhere, providing a long-term positive effect on the lives of the beneficiaries. This is the most important element of the APFS model: sustainability. It is therefore critical that APFS programming is carried on over a number of years, to reinforce and build on the skills and knowledge gained. Also, the APFS model is tailored to each context, accommodating the very high illiteracy levels in Akobo by demonstrating very basic yet very effective skills, with the approach of learning by seeing/ observation not only widely accepted, but successful. This all forms part of a community-led and owned behavioural change mechanism to ultimately improve agro-pastoral practices in Akobo, thereby investing in local production of agricultural commodities. This is expected to ultimately build in the efforts to expand local markets while diversifying the products accessible to the local population. This will also contribute to decreased dependency on imports from neighboring countries such as Ethiopia.

## ACTIVITIES OF THE PROJECT

### Phase I

#### **Result 1: Improved knowledge of relevant humanitarian and local actors on FSL needs of the community in Akobo through the conduction of a Baseline study**

Output 1.1: Secondary data collection

Output 1.2: Primary data collection

Output 1.3: One meeting held with the local authorities and other NGOs to present the final version of the Assessment

#### **Result 2: Agricultural practices and livestock health improved through the establishment, training and financial support to 30 APFS**

Output 2.1: Formation and training of 30 Agro-Pastoral Field Schools in selected villages (one APFS per village)

Output 2.2: Distribution of three drip irrigation kits per APFS

Output 2.3: 30 APFS receive 1,500 Euros (around 1,685.75 USD) worth of inputs each to promote livelihood diversification and creation of productive income-generating activities

Output 2.4: Selection and training of two Community Animal Health Workers (CAHWs) per APFS (60 in total)

Output 2.5: Tillage service providers established, trained and provided with access to ox-plough

Output 2.6: Establishment of 30 seed multiplication farms

**Result 3: Communities' resilience to food insecurity enhanced through the provision of seeds, tools**

Output 3.1: Beneficiary selection in 30 bomas

Output 3.2: Distribution of 1,800 seeds and tools kits

Output 3.3: Seed vouchers distribution

**Phase II**

**Result 1: Communities' resilience to food insecurity enhanced through the provision of seeds, tools, drip irrigation kits and treadle pumps**

Output 1.1: 20 Agro-Pastoral Field School (APFS) groups supported

Output 1.2: 20 household granaries constructed

**Result 2: Improved crop and seeds management**

Output 2.1: 6 community managed disaster risk reduction committee (CMDRR)/ community resilience planning committees (CRPC) established

Output 2.2: Increased community and school awareness on environmental conservation

Output 2.3: Revive regenerative water catchments established through CfW (Earthworks/ swales in vulnerable ecosystem)

**Result 3: Improved access to information and assets towards better income and savings**

Output 3.1: Strengthening of market linkages/ information sharing network

Output 3.2: Increased support to local artisans

**Result 4: Contingency Planning**

Output 4.1: Needs of the most vulnerable groups/ IDP new arrivals are responded to

**Phase III**

**Result 1: Communities' resilience to food insecurity enhanced through the provision of seeds, tools and trainings**

Output 1.1: 20 Agro-Pastoral Field School (APFS) groups supported

Output 1.2: 20 household granaries constructed

**Result 2: improved environmental awareness and a regenerative environment practices**

Output 2.1: 6 community managed disaster risk reduction committee (CMDRR)/community resilience planning committees (CRPC) established

Output 2.2: Increased community and school awareness on environmental conservation

Output 2.3: Revive regenerative water catchments established through Cash-for-Work (Earthworks/swales in vulnerable ecosystem)

**Result 3: Improved access and support to market information and networks**

Output 3.1: Strengthening market linkages/information sharing network

Output 3.2: Increased support to local artisans

**Result 4: Contingency Fund: Rapid response to crises and sudden onset of acute needs**

Output 4.1: Needs of the most vulnerable groups/IDP new arrivals are responded to

Across the three phases of the intervention, the main activities included:

- Formation and capacity building training of APFS groups.
- Demo plot establishment per APFS group.
- Post-harvest training to APFS groups.
- Exchange visits between APFS groups.
- Provision of seeds (and seed vouchers), tools and irrigation kits to APFS groups.
- Provision of seeds (and seed vouchers), tools, chickens, and fishing kits to both APFS and non-APFS group members.
- Selection and training of Community Animal Health Workers (CAHWs).
- Provision of ox-plough training and services for land tillage.
- Establishment of Seed Multiplication farms.
- Formation and training of Village Savings and Loans Associations (VSLA).
- Construction of household granaries and drying slabs.
- Construction of water catchments (haffirs and contour swales) and tree nurseries.
- Construction of a market stall.
- Training of local blacksmiths.
- Conduct environmental awareness sessions and establish School Environmental Clubs.
- Emergency response to vulnerable groups.

## KEY PROJECT STAKEHOLDERS

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### External stakeholders

- Commissioner Office: Head of County Administration, he is therefore aware of all activities carried out by implementing partners in East Akobo County
- Director of Relief Organization of South Sudan (ROSS): connection between local authorities, the community and ACTED
- Department of Agriculture within the local administration: supervision of any agricultural projects being implemented in the county.
- Payams Administrators: support in the selection of beneficiaries for the implementation of the project in their administrative areas to avoid duplication with other partners.
- Education Director: support for the activities of school environmental clubs
- Town Mayor: support in the allocation of land for the demonstration plot (farm), market and veterinary store and in the authorization of any project activity carried out in the city centre of Akobo Payams and Bomas Administrators
- Villages Chiefs: assistance in selecting beneficiaries to avoid duplication among beneficiaries.
- Beneficiaries
- NGOs partners: for coordination (Save the Children, Norwegian Refugee Council (NRC), Veterinary Sans Frontière (VSF), Oxfam and Nile hope) and as part of the FSL cluster in Akobo

### Internal stakeholders (ACTED)

- Coordination Office
- Project Management team
- Technical Coordination team
- Project Development Team

- Logistics team
- Finance team
- AME team
- Other support staff (HR, security and transparency and compliance)

## SCOPE AND PURPOSE OF THE EVALUATION

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The main objective of this evaluation is to provide ACTED and the donor 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 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.

The evaluation will specifically:

1. Assess the extent to which the project met planned outcomes;
2. Assess the extent to which ACTED met key CHS commitments during implementation of the project;
3. 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.

## RESEARCH CRITERIA AND QUESTIONS

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The evaluation shall use all five of the following DAC criteria and corresponding questions. The consultant will be able to review and revise the questions (not the criteria) in consultation with ACTED country office AME team, as part of the inception phase of the evaluation, and as relevant. As the duration of the evaluation is relatively short, it is anticipated that those marked with a \* may be removed from the scope of work, as needed, which is still subject to ACTED's approval.

### 1/ RELEVANCE

The appropriateness of project objectives to the problems that it was supposed to address, and to the physical and policy environment within which it operated. It should include an assessment of the quality of project preparation and design – i.e. the logic and completeness of the project planning process, and the internal logic and coherence of the project design.

The following questions should be answered:

- 1.1 Was the action adequately designed to respond to the needs of the direct beneficiaries?
- 1.2 Were the project methodologies and activities relevant to achieve the project objectives? \*



## 2/ EFFICIENCY

The fact that the project results have been achieved at reasonable cost, i.e. how well inputs/means have been converted into activities, in terms of quality, quantity and time, and the quality of the results achieved. This requires comparing alternative approaches to achieving the same results, to see whether the most efficient process has been adopted.

The following questions should be answered:

- 2.1 Was the project managed in a cost-efficient manner (in terms of human, financial and other resources versus the results)?
- 2.2 Were synergies capitalized on with other actors (local and international) involved in similar projects?

The consultant shall analyze the efficiency of project management arrangements and duly justify any issue. Factual statements on the quality and quantity of inputs shall be provided, delays should be measured by means of comparison with the latest update of the planning. Any significant deviations shall be analyzed. Conclusions on cost efficiency of outputs shall be drawn.

## 3/ EFFECTIVENESS

An assessment of the contribution made by results to achievement of the project purpose, and how assumptions have affected project achievements. This should include specific assessment of the benefits accruing to target groups.

- 3.1 Were the expected results realized?
- 3.2 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?
- 3.3 During the project, how well did ACTED provide information to communities and people affected by crisis about the organization, the principles it adheres to, how it expects its staff to behave, the project and what they intend to deliver?

The consultant's focus should be on outputs' and outcomes' delivery and quality (not activities); he/she 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.

## 4/ IMPACT

The effect of the project on its wider environment, and its contribution to the wider policy or sector objectives (as summarized in the project's overall objective).

The following questions should be answered:

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

4.2 What, if any, were the unintended impacts of the project intervention, both positive and negative? Was the project able to monitor, mitigate and respond to any unintended negative effects? \*

## 5/ SUSTAINABILITY

An assessment of the likelihood of benefits produced by the project to continue to flow after external funding has ended (probability of continued long-term benefits).

The following questions should be answered:

- 5.1 What evidence is there to suggest the project's interventions and/or results will be sustained after the project end?
- 5.2 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 focal point.

The evaluation is expected to be based on the findings and factual statements identified from review of relevant documents including the project document (English), 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 reports 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. 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 Area coordinator (AC), ACTED Deputy area coordinator (DAC), ACTED Project manager (PM) and AME focal point: key informant for their reflections, best practices and lessons learnt about the performance of the project
- ROSS Office: key information interview for their feedback, their involvement and their reflection about the project activities and impact in the area
- Commissioner: key information interview for his feedback and his reflection about the project activities and impact in the area
- Payam administrators (6): key information interview for their feedback and their reflection about the project activities and impact in the area
- Community base facilitators: 4 Focus Group Discussions (FGD) with 10 facilitators of each activity (APFS, blacksmiths, VSLA, CAHW) for their feedback on their involvement in the activities

- 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.
- NGOs partners: key informant interview with 2 out of the 5 NGOs part of the FSL cluster in Akobo for their reflection and feedbacks about the synergies on FSL projects in the area.

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).

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 2019 and shall be accomplished no later than June 15<sup>th</sup> 2019. 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 Juba, South Sudan, 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 15 <sup>th</sup> 2019
Draft Final Evaluation Report	To be delivered no later than May 28 <sup>th</sup> 2019
Final version of the Final Evaluation Report	To be delivered no later than June 1 <sup>st</sup> 2019

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 two 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</p>

	<p>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 five DAC criteria (relevance, effectiveness, efficiency, impact, and sustainability), and the Core Humanitarian Standards commitments.</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</p>

	lessons from past experiences so as to improve current and future performance.
<b>Annexes</b>	<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 agriculture and FSL 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 South Sudan / Akobo 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

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)

By undertaking this assessment, consultants are expected to abide to humanitarian principles and to ensure the confidentiality of the data collected. 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.

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

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

ACTED will take the responsibility of the transportation, access, accommodation and food-related expenses.

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

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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)	35pts
b.	Context specificity /relevance of Methodology and work plan	20pts

c.	Sample from previous work	15pts
II. Financial Proposal		30pts
TOTAL		100pts

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 five 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.