



Terms of Reference

Final External Evaluation

Providing sustainable work opportunities to Syrian refugees and vulnerable Jordanians in the agricultural sector in northern Jordan

DONOR	Bureau of Population, Refugees and Migration (BPRM)
PROJECT DURATION	01/09/2017 to 31/08/2019
LOCATIONS	Mafraq and Irbid Governorates, Jordan
MAIN PROJECT OBJECTIVE	To enhance integration and participation of Syrian refugees and vulnerable Jordanians in agricultural livelihoods opportunities through 8 cooperatives in northern Jordan.
OBJECTIVES OF THE EVALUATION	<p>Overall objective:</p> <ul style="list-style-type: none"> - To provide an external opinion on the relevance and performance of the project, as compared to the project document and with a strong focus on results. - To highlight key lessons learnt, best practices and recommendations to feed back into future ACTED programming in preparation for the expansion of the intervention in Jordan.
OVERVIEW OF THE METHODOLOGY FOR THE EVALUATION	<p>The external expert will assess the project 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.</p> <p>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 individual interviews with a broad range of project stakeholders, including beneficiaries, as well as direct observations.</p>
EVALUATION DATES	07/09/2019 to 20/10/2019 (tentative)

TABLE OF CONTENTS¹

ACTED.....	3
ACTED WORLDWIDE.....	3
ACTED IN JORDAN	3
Project Background.....	3
BACKGROUND AND RATIONALE OF THE PROJECT	3
ACTIVITIES OF THE PROJECT	6
Key Project Stakeholders	6
Scope and purpose of the evaluation	7
Research criteria and questions.....	8
1/ RELEVANCE	8
2/ EFFICIENCY	8
3/ EFFECTIVENESS	9
4/ IMPACT	9
5/ SUSTAINABILITY	9
Evaluation methodology.....	10
Schedule.....	10
Deliverables.....	11
INCEPTION REPORT	11
FINAL EVALUATION REPORT	12
FEEDBACK ON DELIVERABLES.....	13
Expertise requirements.....	14
Application process.....	14
Applications' scoring.....	15

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

ACTED

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 27 countries towards approx. 14 million people, responding to emergency situations, supporting rehabilitation projects and accompanying the dynamics of development.

ACTED IN JORDAN

In Jordan, ACTED has its capital office in Amman, has around 190 national staff member (December 2018) and 11 international staff member (December 2018). ACTED operates notably in the host communities in the northern governorates, Za'atari Refugee Camp, Azraq Refugee Camp, King Abdullah Park Camp. Since 2011 ACTED's focus has been on responding to the Syrian crisis and the influx of refugees entering the country. To mitigate the increased pressure on Jordanian public institutions, particularly education and water and sanitation systems, ACTED also works to rehabilitate infrastructure, provide social support and engage with civil society and government actors.

PROJECT BACKGROUND

BACKGROUND AND RATIONALE OF THE PROJECT

The long duration of the Syria crisis in Jordan has exacerbated competition for resources among Syrian refugees and vulnerable Jordanians. Since the start of the crisis, Jordan faced a 25% decrease in agricultural exports and a 35% decrease in agricultural imports. Despite this, in some rural areas, especially in governorates that are traditionally the poorest, agriculture still represents the main source of income at the household level². Within the agricultural sector, major barriers to growth, particularly for small-scale farmers, include dated technology and practices, yield gaps, limited access to water, limited investment, and overstretched agricultural support services. Environmental constraints notwithstanding, agricultural cooperatives represent a means of sharing technology and skills, enhancing access to markets, and facilitating investment and support while providing income-generating opportunities within the agricultural sector.

² <http://www.fao.org/3/i8394en/I8394EN.pdf> : FAO Resilience Analysis 2018

Based on this gap analysis, on September 1st 2017, ACTED started a 24 months BPRM-funded project that aimed at enhancing the integration and participation of Syrian refugees and vulnerable Jordanians in agricultural livelihoods opportunities through eight cooperatives in northern Jordan.

The project has aimed at achieving the following objectives:

1. Improve the capacity of 8 cooperatives in Mafraq and Irbid governorates, to engage in the market and support the involvement of Syrian refugees and Jordanian farmers in income-generating activities.
2. Equip 538 Syrian refugees and 262 Jordanians with the necessary skills to engage in microbusinesses.
3. Put in place support mechanisms for agricultural market entry for Syrian refugees and vulnerable Jordanians.

As part of **objective 1**, ACTED selected eight cooperatives in the above-mentioned governorates from the International Labor Organization (ILO) network of cooperatives on the basis of their capacity. With the technical support of ILO, ACTED selected an ILO-expert consultant who trained the cooperatives throughout five days in 2018 on four modules from the ILO My.COOP training package: “Basics of Cooperatives”, “Service Provision”, “Supply of Farm Input”, “Cooperative Marketing”; and an additional module on “Climate Smart Agriculture” added by ACTED. This training served as a pilot for the consultant and ACTED to review the training materials and adapt them to the Jordanian context and to the needs of agricultural cooperatives in Jordan. The adapted My.COOP methodology was sent to ILO for review.

Moreover, a value chain analysis was conducted in order to identify viable value chains to guide cooperatives in analysing the market system in which they operate and thus identify areas for potential expansion, understand market dynamics, and draft business plans accordingly.

Following this, ACTED further trained the eight cooperatives through an internal consultant throughout ten months in 2018-2019. Such trainings were tailored to each cooperative based on ACTED’s internal Coop CBA tool (Cooperatives Capacity Building Assessment) to which an extra module on “business management” was added. Additionally, ACTED staff also provided trainings to the eight cooperatives on organizational procedures (e.g. Finance, Logistics, HR, etc.).

Following the first round of trainings, the eight cooperatives developed business plans with the support of IRADA³, to start and implement a business either in service delivery or production and processing. The cooperatives’ plans were reviewed and approved by the project TREE committees (see below for an explanation of their role) and ACTED; cooperatives have then received grants to implement their business plans starting from February 2019.

In *May-June 2019*⁴, cooperatives have developed a strengthening business plan, which identifies needs of the cooperatives to boost up their businesses. In *July 2019*, ACTED’s consultant provided ten days refresher trainings based on the adapted My.COOP methodology approved by ILO and an additional four days training for each cooperative individually tailored on identified needs of the cooperatives in terms of

³ IRADA is a program implemented by the Jordanian Ministry of Planning and International Cooperation. This program supports the establishment of various productivity projects by providing advisory services and technical training, assists small and medium enterprises aiming at improving their income, through exploring investment opportunities with them, and develops individual skills to access labor market.

⁴ In *italics* in the document are activities not implemented to date whose timeframe is tentative.

product development and access to markets. Following the training and conditional to the exhaustion of the first grant, an additional grant was disbursed to the cooperatives to implement the strengthening business plan mentioned above.

As planned in the project document, TREE (Training for Rural Economic Empowerment) committees have been formed; such committees, as per the ILO definition, are designed to provide economic empowerment trainings to local rural communities. ACTED has established four TREE committees (two in each governorate), including main agricultural stakeholders in the area (IRADA, local agricultural directorate, Jordanian Cooperatives Corporation, local governorate, Johud, community leaders, etc.). To date, they have been involved in the revision and follow up of business plans implemented by project beneficiaries and cooperatives, and ACTED has sought their advice and support on ad hoc basis during project implementation. In the future, ACTED foresees that such committees would take the lead in following up on the project, supporting microbusinesses as needed and ensuring project sustainability.

As part of **objective 2**, ACTED initially selected 800 beneficiaries in January 2018. However, due to the delays in project implementation mentioned above, 749 beneficiaries (265 males, 484 females, 452 Syrians, 297 Jordanians) were ultimately available⁵. 40 out of the individual beneficiaries were selected to act as Team Leaders and receive a ToT (Training of Trainers) training, to then train the remaining beneficiaries through the FAO's Farmer Field School methodology. Trainings to beneficiaries have focused on agriculture, including climate-smart agriculture, and business management, and included Field Days, where beneficiaries from different groups visited successful agricultural businesses to gain knowledge and facilitate the exchange of best agricultural practices.

Individual beneficiaries received cash assistance to ensure that trainings delivered would not jeopardize the economic conditions of beneficiaries' household. However, they were encouraged to save part of this cash assistance to serve as seed capital to start microbusinesses as part of the project. In fact, during the course of the project, beneficiaries identified profitable business ideas and developed business plans on the agriculture or food processing sector. In total, 201 business plans were submitted, either individually or in group, by beneficiaries. These were reviewed by ACTED and TREE committees, and 185 of them (covering 683 people) were approved to receive grants depending on the amount of cash assistance saved by individuals.

Beneficiaries of grants additionally received refresher trainings whose content was defined also based on beneficiaries' feedbacks on the results of the first trainings. Based on the beneficiaries' adherence and commitment to business plans, around 85% of them have been further selected in *July 2019* to receive an additional grant.

Lastly, as part of **objective 3**, the project has entailed the creation of Agricultural Initiative Support Groups (AISGs). Such groups, formed by beneficiaries and team leaders alike, gathered regularly in knowledge sharing session roundtables facilitated by expert agricultural engineers to discuss on technical agricultural topics based on beneficiaries' suggestions. Based on such AISGs, social media-based webpages were established under the guidance of team leaders for all beneficiaries to share agricultural knowledge and experiences.

⁵In June 2018, ACTED used a beneficiary back-up list to compensate for beneficiaries' drop-outs. However, ACTED experienced additional drops-out throughout the project. Main reasons for drop-outs include: the start of harvesting season, movement to a different location, and pregnancy.

Advisory Committees, formed by Ministries, INGOs and NGOs, regularly met throughout the project at the capital level, to discuss the developments of the project, lessons learnt and future steps.

ACTIVITIES OF THE PROJECT

Objective 1. To improve the capacity of 8 cooperatives to engage the market and support the involvement of Syrian refugee and Jordanian farmers in income-generating activities

Activity 1.1 Capacity Building of Local Cooperative Partners

Activity 1.2 Participatory Local Value Chain Analyses and Business Plan Development

Activity 1.3 Refresher Capacity Building

Objective 2. 560 Syrian refugees and 240 Jordanians equipped with the necessary skills to engage in microbusinesses and wage employment

Activity 2.1 Preparation of the Training Course

Activity 2.2 Training Delivery and Peer-Group Support

Activity 2.3 Microbusiness Establishment

Activity 2.4 Refresher Training

Objective 3. Effective support mechanisms in place for agricultural market entry for Syrian refugees and vulnerable Jordanians

Activity 3.1 Agricultural Initiative Support Groups

Activity 3.2 AISGs and Peer-Support Groups

Activity 3.3 Advisory Committee

Activity 3.4 Joint ACTED-ILO Evaluation Report

KEY PROJECT STAKEHOLDERS

ACTED: managed the implementation of all activities listed above, responsible for reporting to the donor and organizing the meetings of the Advisory Committees. ACTED is also in charge of ensuring accountability to the target population, by setting up channels that the beneficiaries can use to feedback to the organization, including the Complaint and Response Mechanism (CRM).

8 agricultural cooperatives: they were selected by ACTED among the ILO network of cooperatives to participate in the project activities, based on their experience, profitability, ability to provide work permits to Syrian refugees and the viability of their proposed business plans.

749 beneficiaries (265 males, 484 females, 452 Syrians, 297 Jordanians): they were selected by ACTED based on the Vulnerability Assessment Framework (VAF)⁶ criteria to which the project team has added agriculture-related criteria (access to cultivatable land and water for irrigation, experience in the agricultural sector) and entrepreneurship-related criteria (education background, including basic literacy,

⁶ The VAF is a tool allowing to assess standardized criteria for vulnerability of Syrian refugees. In the framework of this project, an adapted version of the VAF was also applied to Jordanian beneficiaries.

work experience and current employment status, potential, motivation and willingness to participate in the project activities, saving methods).

PRM (Bureau of Population, Refugees and Migration): the project's funding agency, updated on a quarterly basis with reports on the status of project implementation.

Consultant: contracted by ACTED to deliver capacity building activities with cooperatives and adapt the ILO materials to the Jordanian context.

Ministry of Agriculture: played an advisory role in the project as part of the TREE committees and has participated in the Advisory Committees. It has reviewed the Value Chain Analysis Report.

ILO: played an advisory role in the project, notably on the selection of a consultant for the adaptation of the ILO My.COOP and TREE methodologies in Jordan.

Jordanian Cooperatives Cooperation (JCC): the umbrella of cooperatives in Jordan, it has benefitted from the My.COOP training⁷ and participated to the project's Advisory Committee.

Governorates of Mafraq and Irbid: participated in the TREE committees and facilitated the implementation of project activities as relevant.

IRADA: a national program under the Enhanced Economic and Social Productivity Program⁸ at the Ministry of Planning and International Cooperation (MoPIC). It supported the cooperatives in drafting business plans, which were developed according to IRADA's template; it attended Advisory Committees;

TREE committees: formed by Ministry of Agriculture and their local directorate, representatives from the local interior ministry, Jordanian Cooperative Cooperation, local NGOs, IRADA, NARC (National Agricultural Research Center), the private sector and community leaders from each cooperative governorate. They have reviewed and approved cooperatives and beneficiaries' business plans.

SCOPE AND PURPOSE OF THE EVALUATION

The main objective of this evaluation is to provide ACTED, ILO and PRM 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 analysis that is evidence-based using credible and useful information, enabling the incorporation of lessons learned into the future decision-making processes of ACTED and the donor.

As part of the project endline assessment, ACTED's AMEU will already investigate the following 2 indicators under Objective 2: “% of program participants who self-report increased access to income generating activities by end of project period”; “% of vulnerable Jordanians and Syrian refugees reporting benefiting from increased household savings”. The endline assessment ToRs will be shared with the consultant before the development of the Inception Report, to complement data collection activities and avoid duplication.

The evaluation will specifically:

1. Assess the extent to which the project met planned outcomes;

⁷ While this was initially not planned in the project document, the JCC showed interest in being trained on the MY.Coop and ACTED offered to provide such training

⁸ See:

https://jordan.gov.jo/wps/portal/Home/GovernmentEntities/Ministries/MinistryServiceDetails_en/ministry+of+planning+and+international+cooperation/services/irada+program?lang=en&content_id=com.ibm.workplace.wcm.ap.i.WCM_Content/IRADA

2. Assess the extent to which ACTED met key CHS commitments during implementation of the project;
3. Highlight 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.
4. Drawing on the outcomes of the evaluation, inform the adaptation and future implementation of the TREE and My.COOP methodologies in Jordan.

RESEARCH CRITERIA AND QUESTIONS

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.

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? Specifically but not exclusively:
 - 1.1.1. Objective 1: the adaptation of the ILO My.COOP material to the Jordanian context, My.Coop training and follow-up
 - 1.1.2. Objective 2: the Farmer Field School (FFS) methodology used in the project
 - 1.1.3. Objective 3: the support mechanism put in place as part of the project (AISGs, Peer support groups, Advisory Committees)
- 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/ EFFICIENCY

The fact that the project results have been achieved with reasonable inputs, 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 What were the external constraints to achieving better efficiency and how well were they mitigated?

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 achieving the project's 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 cooperatives strengthen their managerial and governance practices, in addition to their access to market, thanks to the My.Coop training and follow up?
- 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, its Accountability mechanisms, 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?

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? Will the TREE committees established within the framework of the project have an added value in terms of sustainability of the project's outcomes?
- 5.2 What are the possibilities for replication and extension of the project's outcomes?
- 5.2.1 Are there local stakeholders (e.g. the JCC and the ToT trainers) that would be able to replicate the My.Coop training for cooperatives and the training to individual beneficiaries?
- 5.3 Were the project's activities, results and objectives aligned with the strategies of the Government of Jordan (in particular the strategy of the Ministry of Agriculture), to an extent as to foster project's sustainability?

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

EVALUATION METHODOLOGY

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 (all in English) including the project document, ad-hoc, monthly, quarterly reports to the donor, monthly Project Manager reports, in addition to the technical reports produced by the project (including the Value Chain Analysis report, the AME surveys (reports and databases) produced. 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 direct beneficiaries (both individual beneficiaries and cooperatives), governmental stakeholders (local directorates of Agriculture, governorates, 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’s Project Manager
- Heads of the eight cooperatives supported within the framework of this project
- A representative from PRM based in Jordan
- Individual Jordanian and Syrian refugee beneficiaries of the project
- The consultant hired to train cooperatives on My.COOP
- Representative from the Ministry of Agriculture
- ILO representatives from the Jordan office and from the HQ in Geneva, involved in the review of the adapted My.COOP methodology
- Representatives of the JCC who were trained with the My. COOP methodology
- Members of the TREE Committees who participated to at least 3 meetings of the committee

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 the first week of September 2019 (expected date for kick off meeting: 7 September 2019) and shall be accomplished no later than 15 November 2019, including the report. Bidders should provide an evaluation workplan detailing the number of working days required per evaluation activity (see below table).

Evaluation activities	Suggested Schedule
Review of program activities, implementation policies and reporting mechanisms,	To be filled by

based on available documentation	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 in country to provide updates on the evaluation timeframe. This will be done in person.

DELIVERABLES

The following deliverables should be provided to ACTED’s representative in Jordan, 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.

Deliverables	Deadline
Inception Report	To be delivered no later than 15 th September 2019
Draft Final Evaluation Report	To be delivered no later than 10 th October 2019
Final version of the Final Evaluation Report	To be delivered no later than 20 th October 2019

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

The final evaluation report will be publicly disseminated and presented at a final event (to take place tentatively in October 2019) to share results with key stakeholders, including INGOs, donors and governmental stakeholders.

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>Executive summary</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>Project synopsis</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>Methodology</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>Findings</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>

	Full source details (including file name, page numbers...) are always to be included.
<p>Conclusions, Lessons Learned, Best Practices, and Recommendations</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>
Annexes	<ul style="list-style-type: none"> • Terms of Reference of the evaluation • Assessment tools used (questionnaires, checklists, scoring grids, etc.) • List of persons (job titles only, no names)/organizations consulted • List of literature and documentation consulted • Other technical annexes (e.g. statistical analyses and other pertinent elements, graphs, etc.)

For consortium and/or multi-country projects, a single project-wide report should still be produced, with agency-specific and/or country-specific findings clearly identified.

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

The consultant should have the following background:

- Post-graduate qualifications in development studies or relevant area
- Experience in project Monitoring and Evaluation, in particular on agricultural livelihoods and cooperative business projects
- Preferred: good knowledge of the ILO My.COOP and TREE methodologies
- Strong knowledge and/or demonstrated experience in designing and conducting similar monitoring and evaluation activities is required
- Excellent knowledge of the Jordanian context, especially of Northern Jordan (including the impact of the Syrian crisis), is required
- Strong analytical skills and ability to clearly synthesize and present findings
- Excellent written and oral English is essential
- Knowledge of Arabic 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

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)

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. 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 a medical / health / repatriation insurance.

The consultant should be responsible for all transport to/from Amman and his/her accommodation and transport in/around Amman. ACTED will arrange his/her transportation from Amman to the project base office (Mafrag) and for field site visits.

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		50pts
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)	25pts
b.	Context specificity /relevance of Methodology and work plan	15pts
c.	Sample from previous work	10pts
II. Financial Proposal		50pts
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.