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European Union



## Terms of reference

### Final External Evaluation

#### Support to Libyan Local Actors to improve Services Delivery and to better manage the Reconstruction

DONOR	European Commission Co-funded by: French Ministry of Europe and Foreign Affairs
PROJECT DURATION	31/12/2016– 30/03/2019
LOCATIONS	Benghazi, Libya
PARTNERS (IF ANY)	Partners: Region Emilia Romagna (Italy), Fondazione Alma Mater (FAM, University of Bologna, Italy), Ecole Nationale d'Administration (ENA France)  Associate : Centre Hospitalier Universitaire (CHU) de Poitiers (France)
MAIN PROJECT OBJECTIVE	To support Libyan local actors to play an efficient role in improving service delivery to the population and to become active actors in the management of reconstruction efforts
OBJECTIVES OF THE EVALUATION	Overall objective: <ul style="list-style-type: none"> <li>- 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.</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 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.  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	March 15 <sup>th</sup> , 2019 – June 15 <sup>th</sup> , 2019

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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 2017, ACTED was present in four continents and our teams intervene in 35 countries towards 14 million people, responding to emergency situations, supporting rehabilitation projects and accompanying the dynamics of development.

## ACTED IN LIBYA

Since 2011, ACTED has established a strong field presence all over Libya with bases in Tripoli, Benghazi and Sabha, delivering humanitarian assistance to the most vulnerable and support to civil society and local governance. ACTED has robust experience in the implementation of numerous interventions including, support to local governance, capacity building of local CSOs, QIPs (Quick impact projects), Communication with communities, cash distribution and protection monitoring. ACTED has been providing capacity-building assistance to the local council since 2013, and to the municipality of Benghazi and four surrounding municipalities since 2014. Through its development programming ACTED supports local actors in improving service delivery and managing reconstruction efforts effectively with a focus on healthcare services, public administration management, and community stabilisation. ACTED also supports CSOs all over Libya through grants and technical assistance to develop community stabilisation projects.

Due to the volatile Libyan security context, ACTED has been remotely operating from the capital office located in Tunis, since 2014 and is planning to partially relocate to Libya in 2019. In 2018, ACTED's Libya country mission was supported by 12 full-time expatriate staff and 80 full-time national staff, responsible for implementing a portfolio of over 8 million USD composed of 11 interventions, spanning 20+ municipalities, and funded by donors such as EuropeAid, UNHCR, MEAE, GiZ, and GAC. ACTED has an in-depth knowledge and familiarity with the Libyan context and local dynamics, as well as the solid level of support and acceptance endowed from numerous community stakeholders in the targeted areas that facilitate the implementation of the interventions.

In order to improve the cost-effectiveness of all its interventions and to harness multiplier effects where possible, ACTED ensure that the implemented programs are integrated with its wider activities across Libya, to provide comprehensive package of support for vulnerable, IDP and conflict-affected households and communities.

# PROJECT BACKGROUND

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## BACKGROUND AND RATIONALE OF THE PROJECT

The project was implemented from December 2016 to March 2019 and aimed at supporting Libyan local actors to play an efficient role in improving service delivery to the population and to become active actors in the management of reconstruction effort. As such, it benefited the entire population of Benghazi.

The action built on the experience gained and on the network established in Libya since 2012 by ACTED thanks to several projects that are or were funded by the European Union and Member States:

- Civil Initiatives Libya (CIL1 and CIL2), funded by the EU – with a financial contribution from SIDA (Sweden), SDC (Switzerland) and UNESCO – that has created four Resource Centres which provided assistance and capacity building to CSOs and Youth Organisations in Tripoli, Misrata, Sabha and Benghazi.
- The project “Benghazi a new vision”, funded by the EU, has been providing, since the summer 2013, assistance and capacity building to the Local Council and since 2014 to the municipality of Benghazi and to the 4 municipalities surrounding Benghazi. The project was implemented in partnership with the municipality and the University of Benghazi and was co-funded by the French ministry of Foreign Affairs. The first intervention of the Ecole Nationale d’Administration (ENA France) in Libya was made in 2015 within the framework of this project. The cooperation with Italian partners, particularly the Region Emilia Romagna and the University of Bologna was also initiated by this project.
- Several humanitarian projects funded by ECHO and supporting IDPs in Benghazi and in the Eastern region. All humanitarian projects are implemented in close cooperation with local authorities (LAs).
- Technical Support to the Benghazi Medical Center (delivery of medicines and medical equipment), funded by the French Ministry of Foreign Affairs implemented by ACTED with the support of the local authorities.

The action is therefore capitalizing on the investments made by the EU and other European donors in Libya, particularly in Benghazi and the eastern region since 2012 and can count on the cooperation of the main local institutional and private actors, which is a pre-condition for implementing any relevant initiative at the local level.

Through the projects listed above and with time ACTED’s intervention in Libya has progressively moved towards supporting LAs and developing an intervention strategy in the field of local governance that is impacting the type of activities as well as the structure of the programs. The present project is the result of this evolution and the expression of this strategy. This led ACTED to develop, in a more formal manner, the following two level-approach:

- i) To develop institutional partnerships. In the present project (and other projects implemented by ACTED in Libya) the expertise is provided by European institutions: local authorities, educational institutions and specialized agencies (universities – including university hospital – ENA, CNFPT). The partnership between an NGO able to maintain a permanent presence in the field and European institutions providing the expertise and the institutional legitimacy proved to be a fecund combination and is the basis of the present project.

ii) Creation of a specialized platform for ensuring the conception and follow up of initiatives in the field of institutional building and Public Administration, with a strong focus on local governance. ACTED in association with other organizations, such as Impact Initiatives, Cites Unies France, CGLU and European LAs has created in 2016 a think tank called AGORA, acting under the umbrella of Impact Initiatives. The aim of AGORA is – through gathering specialized organizations and institutions – to develop and implement models of intervention for supporting local governance in contexts of crisis.

The project was developing on two levels: the core of the action covered Benghazi, but some activities reached the whole country.

1. In Benghazi: support to post war rehabilitation, in cooperation with the Region Emilia Romagna in Italy and the University of Bologna through its foundation Alma Mater. The role of the Region Emilia Romagna is a) to be the institutional interlocutor of the Libyan counterparts, therefore to give an institutional dimension to the project b) through the Agency for Reconstruction established by the Region Emilia Romagna after the earthquake of 2012 to provide technical assistance in the field of planning and organising the reconstruction. Moreover, ENA supported the University and the Municipality to strengthen the local public administration through capacity building. In addition, 6 CSOs were supported in order to implement community stabilization projects.
2. In the whole of Libya: Technical assistance and capacity building to health facilities, in cooperation with the CHU de Poitiers.

## ACTIVITIES OF THE PROJECT

**Expected Result 1:** Local authorities in the Great Benghazi Municipalities are empowered to plan the reconstruction process

- Activity 1.1: Identification of the local private and public actors involved or to be involved in the reconstruction process: stakeholder mapping exercise
- Activity 1.2: Support the identified stakeholders in implementing the rehabilitation process and in setting up the bases of the long term reconstruction of Benghazi: 2 workshops, 1 study visit and 2 roll-out workshops on reconstruction governance, 6 trainings on sustainable strategic planning
- Activity 1.3: Identification and implementation of 4 rehabilitation projects: Al Yasamin Kindergarten in Skabli, Headquarters of General Authority for Water-Bu Atni, Shodada Al Hawari School in Al Hawari, Psychological Hospital Section (C) Women in Al Hawari
- Activity 1.4: Supporting the University of Benghazi in assessing damages and developing/presenting an action plan for reconstruction: 4 trainings on damage enumeration and analysis, 1 damage assessment report

**Expected Result 2:** Local authorities and community leaders in the Great Benghazi are empowered to facilitate the return process of IDP's through community stabilization projects

- Activity 2.1: Organization of 2 workshops to assess returnees' needs

- Activity 2.2: Identification, development and implementation of 5 community stabilization projects conducted by local CSOs

**Expected Result 3:** In the eastern region and through the establishment of international technical cooperation links, local authorities (LAs) are better equipped to monitor the health sector, and medical centres are trained to improve the delivery of health services

- Activity 3.1: Coordination with the main actors of the health sector in Libya
- Activity 3.2: Supporting the Eastern Region's local authorities in monitoring and supporting the health sector: 3 workshops in relation to health sector governance
- Activity 3.3: Assessment of the needs and definition of the final action plan for technical trainings: 2 meetings
- Activity 3.4: Organization of 5 medical technical trainings

**Expected result 4:** Targeted Libyan educational institutions are able to develop relevant trainings and curricula in the field of local public administration

- Activity 4.1: Participative identification and assessment of the needs of the University of Benghazi to provide high quality education in local public administration and international technical partnerships
- Activity 4.2: Supporting Benghazi University to offer curriculum and short term complementary trainings for civil servants, with a focus on territorial administration 6 missions
- Activity 4.3: Coordination with other European programs involved in educational activities in the sector of Local Public Administration and with the Ministry of Local Governance in Libya
- Activity 4.4: Support at least 5 members of the DPA in participating to short specialized international cycles in public administration (CISAP) organized by ENA and financed by the French Ministry of Foreign Affairs

## KEY PROJECT STAKEHOLDERS

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**ACTED** is the leading agency in charge of the overall management of the project, of reporting to the donors, of liaising with the different international partners, of coordinating the activities and of organizing the meetings of the Steering Committee.

**Region Emilia Romagna** and **Foundation Alma Mater**, representing the University of Bologna, were partners in charge of co-implementing activities of the Expected Result 1, in coordination with ACTED.

**Ecole Nationale d'Administration** was a partner in charge of supporting the University of Benghazi in developing and delivering the capacity building component to public administration. **Centre National de la Fonction Publique Territoriale (CNFPT)** participated in the project by providing technical expertise under the umbrella of ENA.

The **CHU de Poitiers** was an associate whose role was to lead the process under Expected Result 3, that is liaise with the Libyan counterparts, defined the activities and selected the medical experts and trainers participating in the project. **Association THORAX** was a partner for the effective implementation of

Expected Result 3, in particular for the organisation of medical training sessions to Libyan surgeons in Poitiers, France.

The **Delegation of the European Union to Libya and the French and Italian embassies to Libya**, through the Steering Committee, participated in defining, planning and evaluating the activities.

The **Municipality of Benghazi** was a formal partner and at the same time the first beneficiary of all activities related to capacity building for the rehabilitation and long term reconstruction of Benghazi.

The **Department of Public Administration** within the **University of Benghazi** was a key partner for all activities related to capacity building to public administration.

The **Benghazi Medical Center (BMC)** was a key partner under Expected Result 3. The **Libyan Board of Medical Specialties** was also involved in the implementation of the medical technical trainings under Expected Result 3.

The **Libyan Humanitarian Relief Agency** was a partner for the Expected Result 2 related to the facilitation of the IDP return process through community stabilization projects implemented by **local civil society organizations**.

## 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 if the achievement of project indicators translates into the full achievement of the project objective;
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.

## 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 Appraisal, Monitoring and Evaluation (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 (i.e. Benghazi Municipality, University of Benghazi, health professionals and engineers involved in trainings, local civil society organisations, Benghazi population benefitting from rehabilitation projects etc.)?
- 1.2 Were the project methodologies and activities relevant to achieve the project objectives?
- 1.3 Were the indicators well defined and relevant to measure the achievement of the results and 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 What were the external constraints to achieving better efficiency and how well were they mitigated?
- 2.3 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?
- 2.4 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.

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



- 2.3 To what extent was the project conducted remotely? Which mechanisms were put in place to guarantee an adequate remote management? How did remote management impact the results of the project and why?

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 project objectives, 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 Have the relevant authorities taken the organizational measures to ensure the continuation of services after the end of the action?
- 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?
- 4.3 To which extent the apparent impacts are attributable to the project's interventions?

#### 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? (with a particular focus on the components related to the reconstruction process and to capacity-building of public administration)
- 5.3 Have the necessary measures been taken to build on local capacities and to enhance the role of women?

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. ACTED, as lead organization, is the focal point for the external evaluation.

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 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 in Benghazi (if the security situation will allow it) and interview the stakeholders (including the target beneficiaries, government officials, etc.) in person or by phone/Skype. 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:

- ENA project manager and the experts delivering the trainings on capacity-building for public administration
- FAM project manager and the consultants providing the trainings on the reconstruction process
- Representatives of the CHU de Poitiers and Association Thorax on the medical trainings
- Representatives of the Municipality of Benghazi, especially from the Project Office and the IT Department, as partners of the project and beneficiaries
- The Head of the Department of Public Administration of Benghazi University
- The members of the University and of the Municipality who benefited from trainings on capacity-building for public administration and on the reconstruction process
- Representatives of local agencies and engineers who benefited from the trainings on damage assessment and the reconstruction process
- Representatives of the Benghazi Medical Center for their participation in the medical trainings
- Representatives of the Libyan Board of Medical Specialties for their participation in the medical trainings
- Health professionals that benefitted from medical trainings
- Representatives of the Libyan Humanitarian Relief Agency
- Representatives of CSOs supported within the framework of this project
- Beneficiaries of the four rehabilitation projects and the six community stabilization projects
- ACTED project manager
- EU delegation representatives

They will be interviewed for their reflections, feedback, recommendations and lesson learnt about their cooperation with ACTED and/or the assistance received from ACTED.

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 15<sup>th</sup> of March 2019 and shall be accomplished no later than the 15<sup>th</sup> of June 2019. 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, 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 Tunisia/Tunis, 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 March 30 <sup>th</sup> , 2019
Draft Final Evaluation Report	To be delivered no later than May 30 <sup>th</sup> , 2019
Final version of the Final Evaluation Report	To be delivered no later than June 15 <sup>th</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 after the signature of the contract), including the following elements:

<b>Executive summary</b>  <i>(2 pages max)</i>	<p>Should be tightly drafted, and usable as a free-standing document. It should be short, not more than five 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>
<b>Project synopsis</b>  <i>(this section should not exceed 1 page in length)</i>	<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>
<b>Methodology</b>  <i>(this section should not exceed 1 page in length)</i>	<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>
<b>Findings</b>  <i>(max. 2 pages per DAC criteria)</i>	<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).</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.
<b>Conclusions, Lessons Learned, Best Practices, and Recommendations</b>  <i>(max.3 pages)</i>	<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>
<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>

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 the draft should be shared with key partners and stakeholders that will have the opportunity to provide written comments on the accuracy of the information included. Afterwards, the report should be shared with ACTED that 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 or the expert mobilized by a consulting firm should have the following background:

- Post-graduate qualifications in development studies or relevant area
- Experience in project Monitoring and Evaluation, in particular local governance and capacity building 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 Libyan 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
- Excellent written and oral Arabic would be an added value

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)

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.

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 insure 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

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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.