



FINAL EVALUATION TERMS OF REFERENCE - [Reference: DA-KSS-01762](#)

Country Office Name	DR Congo
Contract Number	720BHA24CA00025
Partners (if applicable)	Solidarités International, Graines
Location (country/ies, region/s)	Democratic Republic of Congo (DRC), provinces of Mai Ndombe, Nord-Kivu, and Ituri.
Project title	Emergency Nutrition and Nutrition Security Response across 10 provinces of DRC
Sector(s)	Health, Nutrition, WASH, and FSL
Duration	24 months
Starting Date	October 1, 2024
Ending Date	September 30, 2026
Donor	U.S. Department of States
Evaluation Type	Final evaluation
Evaluation Dates	From June 1 st , 2025 to July 14 th , 2026



Acronyms

ACF : Action Against Hunger

CDCS : Centre de Crise et de Soutien

DoS : U.S Department of State

DPS : Direction Provinciale de la Santé (Provincial Health Directorate)

DRC : Democratic Republic of Congo

ECHO : European Civil Protection and Humanitarian Aid Operations

EVD : Ebola Virus Disease

FCDO : Foreign, Commonwealth & Development Office (UK)

FSL : Food Security and Livelihoods

GAC : Global Affairs Canada

HNO : Humanitarian Needs Overview

HQ : Headquarters

IDPs : Internally Displaced Persons

IP&C : Infection Prevention and Control

MHPSS : Mental Health and Psychosocial Support

OECD : Organization for Economic Co-operation and Development

PRONANUT : Programme National de Nutrition (National Nutrition Program)

RRM : Rapid Response Mechanism

SAM : Severe Acute Malnutrition

SIDA : Swedish International Development Cooperation Agency

SI : Solidarité International

SMART : Standardized Monitoring and Assessment of Relief and Transitions

SOFEPAI : Solidarité Féminine pour la Paix et le Développement Intégrale

ToR : Terms of Reference

U5 : Under 5 years old

WASH : Water, Sanitation, and Hygiene



1. PROJECT BACKGROUND

1.1. PROJECT OBJECTIVES

Objectives of the project	To contribute to mortality and morbidity reduction among under 5 years old children (U5) through nutrition and nutrition sensitive emergency interventions.
Expected results and key indicators	• Purpose 1: Nutritional crises are identified and responded to through the deployment of nutrition emergency interventions while malnutrition is prevented through Social Behavior Change activities. • Purpose 2: Health system is supported to ensure safe, free and qualitative access to Severe Acute Malnutrition treatment and malnutrition preventative health services for children under 5 years old, while their resilience to shocks is strengthened. • Purpose 3: Water, sanitation and hygiene standards are enhanced at health facility (HF) level, while malnutrition is prevented at community level through the improvement of access to water and hygiene and Social Behavior Change activities. • Purpose 4: Food security of 13,300 households 79,152 individuals is improved through emergency unconditional food assistance, preventing further degradation of nutritional status.
Main activities implemented	• Nutritional Crisis Response: ACF and Graines identify and address nutritional crises by launching emergency interventions for Severe Acute Malnutrition (SAM) treatment and improving community knowledge, attitudes, and practices regarding nutrition and care. • Healthcare Access: The project enhances access to free primary healthcare for children under five years old, addresses malnutrition-related illnesses, strengthens health systems to meet Infection Prevention and Control (IP&C) standards, and manages small to medium-scale epidemic outbreaks. • Water, Sanitation, and Hygiene (WASH): The project addresses WASH needs at health facilities and community levels, focusing on reducing waterborne diseases and supporting proper care practices for children under five and pregnant and lactating women. • Food Security: SI works to improve food security for vulnerable populations, including host communities, Internally Displaced Persons (IDPs), and returnees in Ituri and Nord kivu province, through food assistance and strengthening the four pillars of food security: availability, access, use, and stability.

1.2. PROJECT CURRENT STATUS

○ Context in which the project operates

The Democratic Republic of Congo (DRC) continues to face one of the world's most severe, complex, and protracted humanitarian crises, driven by persistent armed conflict, large-scale displacement, acute food insecurity, high malnutrition rates, recurrent epidemics, and widespread protection risks. In 2024–2025, the situation further deteriorated, particularly in the eastern provinces.

Armed conflict remains the primary driver of humanitarian needs. In North Kivu, the expansion of the M23 non-state armed group in early 2025—including the takeover of Goma (January) and Bukavu (February)—triggered massive new waves of displacement. In Ituri, intercommunal violence and repeated attacks by armed groups continue to undermine stability and civilian safety. By late 2025, the country hosted over 4.9 million internally displaced persons, making it one of the world's largest displacement crises. Women and children constitute the majority of displaced populations and remain at heightened risk of violence, exploitation, and disease.

Food insecurity has reached critical levels across conflict-affected areas. According to recent IPC analyses, millions face IPC Phase 3+ acute food insecurity, with territories such as Masisi, Rutshuru, Djugu, and Mahagi reporting significant loss of livelihoods, limited market access, and reliance on negative coping strategies. The collapse of agricultural production, repeated population movements, and market disruptions have further weakened household resilience. Malnutrition remains a major public health concern. SMART and Rapid SMART surveys conducted in 2024–2025 indicate elevated GAM and SAM prevalence, particularly in displacement-affected settings in North Kivu and Ituri, with several localities surpassing emergency thresholds (GAM $\geq$ 10%). Poor infant and young child feeding practices, inadequate dietary diversity, limited access to nutritious foods, and high morbidity contribute to the severity of the situation.

The health system is overstretched and insufficiently equipped to respond to recurrent outbreaks of measles, cholera, malaria, diarrhea, and respiratory infections. Many health facilities face chronic shortages of medical supplies, inadequate staffing, and lack functional WASH services, undermining their capacity to deliver safe and quality care.

Access to water, sanitation, and hygiene (WASH) services remains extremely limited in the eastern provinces. Assessments conducted in Ituri and North Kivu show that 60–90% of water points are either non-functional or unimproved, with many communities accessing less than the Sphere-recommended daily water quantity. Long distances to water points expose women and girls to significant protection risks, including sexual violence.

Protection concerns are pervasive. Incidents of sexual and gender-based violence (SGBV) are widespread, particularly in displacement sites and conflict-affected areas. Barriers to accessing health, psychosocial, and legal services remain considerable due to insecurity, stigma, and structural constraints.

In this context, the project aims to provide integrated, life-saving emergency assistance across the nutrition, health, WASH, and food security sectors, targeting populations most affected by acute shocks in North Kivu and Ituri. Interventions focus on improving access to essential services, strengthening local systems and community capacities, and mitigating the impacts of recurrent crises. Given the rapidly evolving nature of the humanitarian context, the evaluation will assess the project's relevance, effectiveness, efficiency, coherence, and adaptability within this complex operating environment

○ Current project status



For nearly two years, the project led by ACF, GRAINES and Solidarités International, has been implementing a large-scale multisector emergency response across several provinces of the DRC while navigating persistent insecurity, logistical constraints, and restricted humanitarian access. Under the Nutrition and Health components, ACF and GRAINES have deployed integrated emergency interventions combining SAM management at outpatient and inpatient levels, Infant and Young Child Nutrition in Emergencies counselling, systematic screening, and mobile clinic deployment in areas where health facilities are non-functional or inaccessible. Prioritization of intervention sites has been guided by SMART and Rapid SMART assessments. In parallel, the WASH component implemented jointly by ACF and SI has strengthened Infection Prevention and Control standards in supported health facilities and expanded access to safe water, sanitation, and hygiene for communities and health structures. Activities include the rehabilitation or construction of latrines, showers, waste management areas, water points, rainwater harvesting systems, and the provision of WASH kits to households of SAM children. In North Kivu and Ituri, SI has further delivered rapid WASH emergency interventions in displacement sites and underserved communities, often complementing food assistance operations.

The Food Assistance component, led by SI, has provided unconditional emergency support through voucher fairs and, where feasible, cash modalities, targeting displaced and host communities affected by acute food insecurity. Following the deterioration of the crisis in 2025, the project scaled up both coverage and length of assistance, reaching more households than initially planned.

Despite operating in one of the most volatile contexts in the DRC, the project has achieved substantial coverage across targeted provinces. However, implementation remains affected by fluctuating access, dynamic conflict patterns, and large-scale population movements particularly after the escalation of conflict in North Kivu in 2025. As the project advances toward its extended final phase in 2026, teams continue to adapt operational modalities, monitor contextual risks, and prioritize staff and beneficiary safety while ensuring continuity of essential life-saving services.

2. PURPOSE AND OBJECTIVES OF THE EVALUATION

2.1. RATIONALE FOR THE EVALUATION

Given ACF commitment to uphold humanitarian principles such as transparency and accountability, and in accordance with its evaluation and project's policies where applicable, the project is meant to engage an external evaluator to measure the project performance against its planned objectives, outcomes, targets and key indicators.

ACF, Graines and SI, funded by the U.S Department of States, are implementing an integrated multi-sectoral program in the DRC, focusing on the provinces of Mai-Ndombe, North Kivu, and Ituri. The project has been operating since October 1, 2024, and ends on September 30, 2026. Considering the nearing end-of-project phase, it is crucial to undertake the final evaluation.

a. Action Against Hunger (ACF) presentation

ACF has been operating in the Democratic Republic of Congo (DRC) since 1997, initially establishing its presence in the Kivu provinces. ACF implements emergency and development



programs aimed at reducing morbidity and mortality due to acute malnutrition and promoting nutritional security, particularly for children under 5 and pregnant and breastfeeding women (PLWs).

Currently, ACF operates in four provinces across the DRC: Maï-Ndombe, Kasai Oriental, North Kivu, and Ituri, with interventions in the areas of Kwamouth and Masiambio (Maï-Ndombe), Mbuji-Mayi (Kasai Oriental), Mweso, Bambo, Birambizo (Nord Kivu), Drodoro, Jiba, Lita and Mongbwalu (Ituri). In addition, ACF maintains a coordination office in Kinshasa, which supports and supplies other operational bases as required.

Since 2008, ACF has been managing programmes of rapid response interventions for nutritional crises. Since 2018, ACF has strengthened and structured its strategy by setting up an emergency base with multi-sector Nutrition-health and WASH mobile teams with a program called *Programme Nutritionnel au Congo* (PUNC). This program enabled the organization to improve its rapid response capacity to nutritional crises in several of the country's provinces, particularly Kasai Oriental, Sankuru, Equateur and Maniema. From March 2022 to February 2023, ACF implemented an integrated nutrition-health-WASH project called *Programme d'Urgence Nutritionnelle Coalition Humanitaire* (PUNCH). This project was implemented in consortium with PUI, Magna, and ALIMA from March 2022 to February 2023 in Bonzola and Nzaba health zones in the province of Kasai Oriental. Since October 2022 and thanks to funding of the U.S Department of States, ACF has developed another nutritional crisis response program targeting ten of the country's provinces. This program is the subject of this evaluation.

In addition, these emergency response programs are always guided by the results of SMART nutrition surveys, in which ACF is recognized as a specialist. Thus, since 2009, ACF has been designated by the Global Nutrition Cluster as the SMART project manager, facilitating coordination between technical advisory groups, users and experts. Currently, SMART training and technical support are provided by ACF Canada, funded by DG ECHO and the U.S Department of States in collaboration with the Centers for Disease Control and Prevention.

b. Solidarités International (SI) presentation

Present in the DRC for 22 years, currently in the provinces of North-Kivu and Ituri with operational bases in Beni, Bunia (with a sub-base in Fataki) and Goma (with a sub-base in Kiwandja), SI intervenes in hot spots of emerging and recurring crises by meeting the basic needs of the most vulnerable populations. Since the creation of the Rapid Response Mechanism (RRM) in 2006, SI has acquired a long-standing presence and experience in the eastern provinces of the DRC, enabling it to respond rapidly to the basic needs of IDPs. Expert in emergency response, WASH and Food Security and Livelihoods (FSL), SI implements several multi-sectoral emergency response projects through its participation in SAFER consortium, currently funded by ECHO and FCDO (and by BHA until end of May 2024), and through an emergency response project funded by the French Ministry of Foreign Affairs (CDCS) in partnership with the local NGO FAEVU. SI also has a multi-sectoral 2nd-line response capacity, currently funded by the BHA and in partnership with Action Against Hunger (ACF): interventions carried out under this framework contribute to reducing mortality and

morbidity among children under 5, emphasizing emergency nutrition interventions. Finally, in a Nexus dynamic, SI is developing recovery projects in Ituri through the construction of water networks and an integrated protection, WASH and socio-economic recovery response for survivors of gender-based violence, funded by ECHO, in partnership with a national organization specializing in protection (SOFEPADI). In addition to its excellent knowledge of the intervention areas and context, SI benefits from strong acceptance, giving it access to numerous intervention areas, including those deemed hard-to-reach.

c. Graines presentation

GRAINES (Research and Support Group for Integrated Nutrition and Health Interventions) is a Congolese humanitarian and research organization established in 2012, specializing in the prevention and management of malnutrition in the Democratic Republic of Congo. With a strong community-based approach, GRAINES designs and implements integrated interventions linking nutrition, health, WASH, food security, education, and social protection in order to address both the immediate and underlying causes of malnutrition. The organization works closely with the Ministry of Health—particularly PRONANUT and Provincial Health Divisions—to strengthen health system capacities through the WHO’s six pillars, while promoting community participation and accountability. GRAINES operates in Ituri, North Kivu, South Kivu, Kasai, and Lomami, where it conducts screening, treatment support, community follow-up, causal analysis, and social mobilization activities. Thanks to its multisector expertise and strong partnerships, GRAINES plays a key role in emergency and longer-term nutrition responses across the DRC.

2.2. OBJECTIVES OF THE EVALUATION

a. General Objectives

The objective of the evaluation will be to assess the project's overall performance and determine whether it has achieved the expected outputs and outcomes. Further, the evaluation will explain why the project did or did not achieve these results, through an integrated analysis of the entire result chain (inputs, activities, outputs, outcomes, and likelihood of impact) and contextual factors. The consultant will carry out the evaluation on the OECD criteria basis (coherence, effectiveness, efficiency, relevance, sustainability, and impact) while examining project coverage, gender mainstreaming, and protection issues.

b. Specific Objectives

- Evaluate the relevance, effectiveness, efficiency, coherence, quality of implementation, beneficiary perspective, coordination and integration, and the long-term sustainability of the action
- Highlight the unmet objectives, identify possible reasons, and provide actionable recommendations for improving future projects, based on the findings of the evaluation.
- Assess the project’s strength and weaknesses to gain insight in the design and implementation of future projects

- Assess stakeholder satisfaction and their level of participation in the design and the implementation of the project
- Evaluate how effective the project integrated cross-cutting themes such as gender equality, inclusion, protection, environment and accountability

2.3. USE AND USERS OF THE EVALUATION

a. Use of the evaluation

The evaluation recommendations will be used to improve and redefine the approach of ACF, Graines and SI in the implementation of similar projects in the DRC, considering the constraints and limiting factors inherent to each intervention zone. The evaluation should also generate knowledge on the design (relevance), the quality of the procedure (efficiency), and the quality of implementation (effectiveness, ownership of results and sustainability). It is also a matter of identifying possible innovative approaches and methods as well as drawing lessons for the implementation of future projects.

b. Users of the evaluation

The findings will be shared with ACF DRC mission and its headquarters, the partners involved in implementing the project (SI and Graines), the donor (DoS), and other stakeholders. The final report will later be shared with the project beneficiaries, ACF's partner organizations not directly involved in the implementation of the project, partners of the project (PRONANUT, DPS,...), as well as local authorities.

2.4 DISSEMINATION PLAN

Audience	Objective	Tools used for dissemination	Forum	Who will be in charge?	Timeline
<i>Identify who will be interested by the evaluation final product? Who need to be informed about the main findings?</i>	<i>What we expect from the sharing of the main evaluation findings? Share information? Contribution to knowledge? Creating changes? Actions?</i>	<i>I.e. report sharing, briefings, meeting, articles, presentation and discussion, etc.</i>	<i>Do we identify existing forum (i.e. country office coordination meeting) that could be used to disseminate the findings?</i>	<i>Who is responsible to ensure the dissemination?</i>	<i>When the dissemination will happen?</i>
DoS	Information sharing	Final report will be shared by email	Mail	Country director	After validation of the final report.
ACF and HQ	Information sharing	A sharepoint link to the final report will be shared by email	Mail	Country director	After validation of the final report.
SI and Graines	Implementation of evaluation recommendations, and contribution to knowledge	Final report sharing and a presentation by the consultant	Project management unit meeting dedicated to sharing evaluation results and emails	Deputy country director	After validation of the final report.
Other stakeholders	Information sharing and implementation of evaluation recommendations	Final report will be shared either by email or in hard copy	Mail or sharing the physical copy	Deputy country director	After validation of the final report.

3. EVALUATION SCOPE

3.1 ELEMENTS COVERED BY THE EVALUATION

The evaluation will cover all the objectives, expected results of the project and all its multi-sectoral components. The intervention areas that might be covered by the evaluation are: Kwamouth and Masiambio (Mai-Ndombe), Mweso, Bambo, Birambizo (Nord Kivu), Drodoro, Jiba, Lita and Mongbwalu (Ituri). A meeting will be held at the start of the contract with the consultants to select the most relevant areas to visit for the evaluation (including 1 visit to Ituri necessarily).

The evaluation will also include a SWOT (strengths, weaknesses, opportunities and threats) assessment and a comparative analysis of strategies, examining those implemented before against those currently implemented in the country.

The final evaluation will focus on both the nutrition-sensitive FSL/WASH interventions implemented by SI and the emergency nutrition responses carried out by ACF and Graines. In addition to the selected evaluation criteria, it will also assess the functioning of the consortium, collaboration with government services, as well as institutional and community aspects related to the management of malnutrition.

3.2. CROSS-CUTTING ISSUES

Throughout the evaluation process, gender and protection issues must be addressed in accordance with the gender and protection policies of ACF, SI, Graines and DoS. All data should be disaggregated in line with the measurement and indicator collection plan. Gender aspects—including the differing needs of women, men, boys, girls, and marginalized groups (such as persons with disabilities) targeted by the project—should be taken into consideration. In addition, environmental concerns will be assessed to understand the environmental impacts of the programme's activities, and community participation will be highlighted to examine how ACF, SI, and Graines ensure community involvement throughout the program cycle.

4. EVALUATION APPROACH AND QUESTIONS

In accordance with ACF, SI and Graines evaluation policy and guidelines, which adhere to the criteria of the Development Assistance Committee (DAC) of the Organization for Economic Co-operation and Development (OECD) for evaluating its projects, the following criteria will be used: coherence, effectiveness, efficiency, relevance, sustainability and likelihood impact. In addition, the consultant will look at the project design, coverage; and gender and protection mainstreaming.

Evaluation questions will be developed to help the evaluator assess the project against these criteria. The evaluator may adapt the criteria and evaluation questions, but any fundamental changes must be agreed upon by the heads of ACF, SI and Graines teams and the evaluator and reflected in the initial report.

The external evaluation should use the DAC criteria in the data analysis and report. In particular, the evaluator should complete the DAC criteria-scoring table and include it in the final evaluation report.

For a comprehensive evaluation of an integrated multi-sectoral program like the one described, the following elements should be covered:

4.1. RELEVANCE

- **Alignment with Needs:** Assess if the project addresses the critical needs of the target population as identified during the project design.
- **Targeting and Coverage:** Evaluate if the project effectively targets and reaches the intended beneficiaries in the specified provinces.

4.2 EFFECTIVENESS

- **Achievement of Objectives:** Determine whether the project has met its key objectives in nutrition, healthcare access, WASH, and food security.
- **Outcome and Impact:** Evaluate the extent to which the project has achieved its expected outcomes and impacts, including improvements in malnutrition rates, healthcare access, WASH conditions, and food security.
- **Assessment of the integrated WIN + SAM treatment approach :** The evaluation will specifically analyse the impact of distributing WIN kits associated with SAM treatment on nutritional outcomes, relapse prevention, hygiene practices, and infection reduction among beneficiary households.

4.3 EFFICIENCY

- **Resource Utilization:** Assess how well the project has utilized its resources (budget, time, personnel) to achieve its objectives.
- **Cost-effectiveness:** Evaluate if the project's interventions were cost-effective and if the budget was used efficiently.

4.4. SUSTAINABILITY

- **Long-term Impact:** Examine the sustainability of the project's outcomes and whether the benefits are likely to continue after the project ends.
- **Capacity Building:** Evaluate if the project has built local capacity and if local stakeholders are able to maintain and continue the interventions.

4.5. QUALITY OF IMPLEMENTATION

- **Implementation Challenges:** Identify challenges faced during implementation and how they were addressed.

4.6. COORDINATION AND INTEGRATION

- **Partnerships:** Evaluate the effectiveness of partnerships and coordination between ACF, SI, Graines, DoS and other stakeholders.
- **Integration:** Assess the extent to which the various sectors (nutrition, health, WASH, food security) have been integrated with each other, and whether the multi-sectoral approach were effective.



UNITED STATES GOVERNMENT



- **Data Collection and Analysis:** Review the quality of monitoring data and how it was used to track progress and make decisions.
- **Feedback Mechanisms:** Evaluate how feedback from beneficiaries and other stakeholders was collected and used to improve the project.

4.7. BENEFICIARY PERSPECTIVE

- **Satisfaction and Perceptions:** Gather feedback from beneficiaries on their satisfaction with the interventions and their perceptions of the project's impact on their lives.
- **Inclusivity:** Assess if the project addressed the needs of the most vulnerable groups, including gender considerations and protection issues.

Covering these elements will provide a thorough assessment of the project's performance, impact, and areas for improvement.

5. METHODOLOGY

5.1. DATA COLLECTION METHODOLOGY

The consultant will be free to propose an evaluation method that includes a qualitative analysis. The evaluation could use a combination of desk reviews, semi-structured interviews and focus group discussions with key stakeholders, including beneficiaries, local authorities and project staff. Using qualitative methods would allow ACF to understand how the project has addressed the needs of vulnerable populations and integrated cross-cutting issues such as gender and protection.

a. Evaluation briefing

Prior to the evaluation taking place, the consultant will be invited to attend an evaluation technical briefing with ACF, Graines and SI Country program technical coordinators.

b. Desk review

The evaluator will undertake a desk review of project materials, including the project documents such as proposal, progress reports, and outputs of the project (such as publications, communication materials, videos, recordings etc.), results of any internal planning process and relevant materials from secondary sources.

c. Field mission

Primary data collection techniques:

As part of the evaluation, the evaluator will interview key project stakeholders (Project staff, local/national representatives, local authorities, humanitarian agencies, or donor representatives). The evaluator will use the most suitable format for these interviews as detailed in the inception report. The evaluator is also expected to collect information directly from beneficiaries. Towards enriching triangulation, the evaluator will also be expected to conduct Focus Group Discussions with relevant stakeholders (such as beneficiaries, non-beneficiaries, key informants, etc.) and household surveys.

Field visits:

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The evaluator will visit the project sites, and the facilities provided to the beneficiaries, according to selection methods described in the inception report. These facilities could include water points, constructed toilets, supported health/nutrition facilities, etc.

5.2. SAMPLING

The evaluator will be expected to clearly state the sampling approach in terms of sites and beneficiaries in their technical proposal.

6. KEY DELIVERABLES

The following are the evaluation outputs the consultant will deliver:

Outputs	Deadlines
Inception Report (including the evaluation questions mapping tool)	12/10/26
Draft Evaluation Report	28/10/26
Final Evaluation Report	13/11/26

6.1. INCEPTION REPORT

At the end of the first phase of the desk review period (that will continue throughout the information collection phase) and before the field mission, the evaluator will prepare a brief inception report based on the format provided. The report will be written in English and will include the following sections:

- Evaluation Background: this should outline the key elements of the TORs, the objective of the assessment, the scope, the extent of the exercise to ensure the efficiency of the evaluation process
- Adherence to the terms of reference (TORs) to demonstrate that the consultant will adhere to the TORs;
- The methodological approach to the evaluation: This shall include a detailed sampling methodology and sample size determination for the quantitative survey and the different approaches and tools that will be used for the qualitative research. In addition, an evaluation matrix should be added to the inception report as an annex and specify how the evaluator will: collect data to answer the evaluation questions; examine the limitations to the methodology if any; and the choice of sites per field visit.
- Data quality insurance and protection aspects
- A detailed evaluation workplan and outline the evaluation report format

The inception report will be discussed and approved by the steering committee composed of the MEAL Head of department (HoD) and other technical leads in ACF, Graines and SI, before it is shared with stakeholders.

6.2. EVALUATION REPORT

The evaluation report shall be written in English and have the following format:

- **Cover Page;**

- **Summary Table** will follow the template provided
- **Table of Contents**
- **List of acronyms**
- **Executive Summary** will be a standalone summary, describing the intervention, main findings of the evaluation, conclusions, and recommendations. This will be no more than 2 page-long.
- **Project Background** will describe the intervention context, the objectives, implementation partners, and a brief review of the implementation
- **Evaluation background** will include the scope of the evaluation, the purpose and objectives, key use and users, the timeframe of the evaluation, the criteria and question used during the assessment
- **Methodology** will describe the methodology used, provide data triangulation evidence and present the methodology limitations
- **Evaluation findings** will include overall assessment of the project against the evaluation criteria, response to the evaluation questions, and all findings backed up by evidence. Cross-cutting issues mainstreamed and unintended as well as unexpected outcomes are also to be discussed
- **Conclusions** will be formulated by synthesizing the main findings into statements of merit and worth. Judgements should be fair, impartial, and consistent with the findings
- **Lessons Learnt and Good Practices** will present lessons that can be applied elsewhere to improve project performance, outcome, impact and identify good practices: successful practices from those lessons which are worthy of replication;
- **Recommendations** will be realistic, operational and pragmatic. They should take careful account of the circumstances currently prevailing in the context of the action, and of the resources available to implement it locally. They will follow logically from conclusions, lessons learned and good practices. The report must specify who needs to take what action and when. Recommendations will be presented by order of priority
- **Annexes** will be listed, numbered and include the following: good practice template, evaluation criteria rating table, list of documents for the desk review, list of persons interviewed, data collection instrument and evaluation ToRs

The whole report, for each external evaluation, shall not be longer than 30 pages, 50 pages including annexes. The draft report will be submitted no later than 10 calendar days after departure from the field. The final report will be submitted no later than the end date of the consultancy contract. Annexes to the report will be accepted in the working language of the country (French) if need be and project subject to the evaluation.

The quality of the inception report and the final report will be assessed by the Technical Head of Departments in ACF, Graines and SI.

6.3. DEBRIEFING AND STAKEHOLDERS' WORKSHOP

The evaluator shall facilitate a learning workshop in country to present preliminary findings of the evaluation to gather feedback on the findings and build consensus on recommendations; to develop action-oriented workshop statements on lessons learned and proposed improvements for the future.

7. MANAGEMENT ARRANGEMENTS AND WORKPLAN

The consultant will directly report to the Deputy Country Director for Programmes who will act as the evaluation and steering committee lead. The consultant will submit all the evaluation outputs directly to the evaluation lead. The evaluation lead will do a quality check (to ensure required elements are gathered) and forward a copy to the steering committee for comments, feedbacks and reviews. The evaluation lead will consolidate the comments and send these to the evaluator by date agreed between the steering committee and the evaluator or as soon as the comments are received from the steering committee. The evaluator will consider all comments to finalize deliverables and will submit it to the evaluation lead for a second review. If the steering committee still has comments/feedback, additional revisions and exchanges will take place. Then, the evaluation lead will share the final version of the report to the steering committee and relevant stakeholders (according to the dissemination plan).

Once the consultancy is completed, ACF and SI will prepare the management response follow-up form to track implementation of the recommendations outlined in the evaluation report.

TENTATIVE WORKPLAN

Activities	Evaluator Working Days	Dates
Set up of the steering committee and identification of the evaluation lead	0.5	01/10/2026
Design of the ToRs and evaluation questions mapping	3	01/10/2026 – 05/10/2026
Evaluator briefing	0.5	05/10/2026
Desk review and prepare Inception Report	5	06/10/26 – 12/10/26
Data collection per province	7	13/10/26- 21/10/26
Draft Report	5	22/10/26- 28/10/26
Back and forth between the consultant and ACF country office team	8	29/10/26 – 09/11/26
Report finalization and validation	2.5	10/11/26- 13/11/26
Restitution meeting	0.5	13/11/26
Total	32	

8. PROFILE OF THE EVALUATOR

An international/national consultant, with the following profile, will carry out the evaluation:

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- Pool of consultants with profiles in the field of FSL, WASH, and Nutrition/Health with cross-cutting skills on gender, protection, etc.
- Good mastery / knowledge in the collection, processing and analysis of project's indicators (as indicated above.)
- Minimum 5 years of work experience in terms of evaluating humanitarian projects;
- Strong analytical and research skills, including the ability to process large amounts of information, extract critical analysis and disseminate it appropriately;
- Demonstrated experience in evaluation methods (qualitative and participatory, including evaluation design, data collection, and empirical analysis) and experience in applying appropriate techniques to assess the inclusiveness and sustainability of program approaches;
- Relevant degree / equivalent experience related to the evaluation to be undertaken;
- Significant experience in coordination, design, implementation, monitoring and evaluation of programs;
- Expertise in the protection and inclusion of vulnerable groups;
- Good knowledge and established experience in emergency projects
- Good communications skills and experience of workshop facilitation;
- Ability to write clear and useful reports (may be required to produce examples of previous work);
- Fluent in English and French;
- Understanding of donor requirements (DoS);
- Ability to manage the available time and resources and to work with tight deadlines;
- Prior experience in DRC or knowledge of the DRC context preferred as well as language skills in the local language are an added value
- Knowledge of issues relating to emergencies, humanitarian crises and the context of programmes in the DRC
- Independence from the parties involved, etc.

9. LEGAL AND ETHICAL MATTERS

The ownership of the draft and final documentation belongs to the consortium (ACF, Graines & SI). ACF, Graines & SI are the main recipient of the evaluation, and its results might impact both operational and technical strategies.

The consortium (ACF, Graines & SI) will ensure that ethical values are respected throughout the evaluation process, and in particular:

- The independence of the evaluation team;
- Respect for the anonymity and confidentiality of interviewees and sources of verification;
- Particular attention to the integrity of the members of the evaluation team, rigour and respect for accuracy.

10. LOGISTICAL ASPECTS

The consultant will be responsible for providing their own computer and necessary computer accessories.

International travel and visa costs are included in the consultant's fees, as are their subsistence expenses. No per diem will be provided by ACF, Graines or SI in addition to the consultant's fees. Facilitation may be provided for entry procedures into the territory by ACF (for international consultants).

ACF, Graines and SI will cover the costs of intra-DRC transportation. The consultant will be accommodated in ACF and SI guesthouses and/or hotels, as per the consultant's preference. A security allowance and a mobile phone will be provided upon arrival, which must be returned before the end of the mission. ACF, Graines and SI will be responsible for the consultant's security, and the consultant must agree to comply with all rules communicated to them. The security briefing will be provided by ACF, Graines & SI before the consultant's departure to the field.

11. SUBMISSION OFFER

11.1 ELIGIBILITY

Participation in this call for applications is open to any legal or natural person in the field of evaluation.

11.2 DETAILED CONTENT OF THE OFFER

The bidder must provide sufficient information in their proposal to demonstrate compliance with the required conditions established in each section. The proposal will include, at a minimum:

a. General Documentation/Administrative File

Proof of registration and tax identification according to the nature and legal status of the consultant (legal entity or individual).

b. Documentation on the financial situation of the consultant

References regarding the financial capacity of the bidder, certified by the following documents:

- Tax Clearance Certificate from the tax services, issued to the Bidder and bearing their Tax Identification Number (TIN) (if a legal entity);
- Revenue for the last three years (if a legal entity);
- Bank details of the bidder - Bank Identity Statement (mandatory).



c. Technical Documentation

- A description of the expertise/qualification and experience of your entity in the field of expertise (mandatory);
- A brief note of understanding of the service expected by ACF (mandatory);
- The list of personnel who may be permanently involved with their respective CVs and relevant diplomas (mandatory);

Copies of quality service certificates or good performance attestations (at least three (03) clients). Special attention will be given to experience with International Non-Governmental Organizations and similar bodies (mandatory). The bidder may attach any other document they deem useful for the analysis of their file.

11.3 RESPONSE FORMAT

The bidder's offer will consist of three (03) separate files as follows:

- One (01) file containing the Administrative File (General documentation and financial situation of the firm)
- One (01) file presenting the Technical offer
- One (01) file presenting the Financial offer

These files will in turn be organized in a compressed folder titled as follows: "EXTERNAL EVALUATION OFFER – B2D – [name of the legal entity/the individual]". All offers must be sealed, dated, and signed by the bidder. **Bidders must submit their offers by email: procurement@cd-actioncontralafaim.org, Email Subject: Reference: DA-KSS-01762. Offers must reach Action Against Hunger by no later than 22th September 2026.** Any bidder who does not provide all the documents mentioned above and in the requested formats may have their proposal excluded. Late proposals will not be accepted.

11.4 VALIDITY PERIOD OF OFFERS

Consultants agree to submit an offer that will remain valid for a minimum period of **ninety (90) days** from the submission deadline. However, the prices and conditions defined in the contract signed with the selected consultant must remain valid for the duration of the contract.

11.5 EVALUATION OF OFFERS AND SELECTION CRITERIA

Offers will be evaluated based on the criteria described below:

Section	Criteria	Note/100
Administrative element analysis	The administrative documents for this section will not be scored but simply verified for existence, validity, and risk analysis	



Technical Analysis	A summary of the understanding of the ToRs	10
	methodology and relevance outlining the evaluation matrix to be used	20
	A timetable for carrying out the evaluation, indicating the availability of experts during the planned period. This timetable may be refined once the candidate(s) are selected. Note that the consortium reserves the right to terminate the contract if the agreed consultants are not available at the start of the evaluation and no suitable replacement can be provided.	10
	Technical qualification of the bidder	10
	References of the bidder	10
	Defense of the application	20
Financial Analysis	A detailed financial offer, including all costs inherent to the assignment	20

11.6 DEFENSE OF THE APPLICATION

A defense of the offers is necessary to complete the technical analysis. Only consultants who have passed the First Round of analysis will be eligible to proceed to this stage. The consultant has passed the First Round if they obtain:

- A compliant administrative analysis
- A partial technical score (understanding of the need, description, reference, deadline, sustainable criteria) with a minimum of 50 points. The consultant will be informed at



least one (01) week before the scheduled date of the defense. A request for an appointment will be sent by email.

11.7 QUESTIONS AND CLARIFICATIONS

If Action Against Hunger, on its own initiative or in response to a request from a candidate, adds or clarifies information to the file, this information will be sent in writing and shared simultaneously with all other potential bidders. Bidders may send their questions in writing to the following email address: procurement@cd-actioncontrelafaim.org, indicating the publication reference as well as the title of the pre-qualification file. Any bidder seeking to arrange a private meeting with Action Against Hunger during this process risks being excluded.

11.8 NOTIFICATION OF AWARD AND CONTRACT SIGNING

The selected bidder will be informed in writing that their offer has been accepted (notification of award). Action Against Hunger will invite the selected consultant to sign the documents in two original copies. Bidders who were not selected will be informed by email within 10 days from the date of award. Within five (5) working days of receiving the contract, the selected consultant must sign, date, and return it to Action Against Hunger. The selected consultant must provide the number and references of the bank account to which payments will be made. If the awardee does not sign the contract within five (05) working days, Action Against Hunger may, after notification, consider the award null and void.

11.9 CANCELLATION OF THE PROPOSAL REQUEST PROCEDURE

In case of cancellation of the procedure, bidders will be informed by Action Against Hunger. If the proposal request procedure is canceled before any outer envelope has been opened, the sealed envelopes will be returned unopened to the bidders. A cancellation may occur when:

- a. The proposal request procedure has been unsuccessful, namely when Action Against Hunger has received no valid or financially viable offers, or no response at all;
- b. The economic or technical parameters of the project have been fundamentally modified;
- c. Exceptional circumstances or force majeure make normal execution of the project impossible, including any events related to a health or political crisis;
- d. All technically compliant offers exceed the available budget;
- e. Irregularities have occurred in the procedure, particularly when these have prevented fair competition.

IMPORTANT: Action Against Hunger cannot in any case be liable for damages of any kind (especially loss of profits in case of cancellation of a tender), even if Action Against Hunger



has been warned of the possibility of damages. The publication of a purchase notice does not commit Action Against Hunger to implement the announced program or project.

11.1. Ethics

Action Against Hunger pays particular attention to the ethical values of its consultants and service providers and wishes to work with partners willing to comply with the Basic Ethical Rules of International Trade. Bidders must read and understand the Rules of Good Commercial Practices as defined by Action Against Hunger in Annex F and Annex H regarding the safeguarding policy. They commit to comply with them by signing the "Declaration of Compliance & Commitment to Respect the Rules of Good Commercial Practices of Action Against Hunger" attached in Annex 2.

They must also comply with the Safeguarding Policy in Annex H and sign with the mention "I attest by my signature (...) I commit to respect the policy + mitigation measures".

11.2. Ownership of the Offer

Action Against Hunger remains the owner of all offers received as part of this pre-qualification process. Therefore, offers will not be returned to bidders.

11.3. Environment

ACF is responsible for its environmental impact and outlines its approach to addressing climate crisis. ACF supports the goal of the Paris Agreement to keep the global average temperature below 2°C above pre-industrial levels by adopting a strategy aimed at 1.5°C and committing to a carbon-neutral society by 2050, with an initial reduction of 50% of its carbon footprint before 2030. ACF promotes climate- and environment-friendly actions, aimed at being at the forefront of the fight against hunger. ACF is transparent, accountable, and consistent in transforming its mission in response to the climate crisis.

12. ANNEXES

1. Project Proposal
2. Project Logframe (Indicator Tracking Table)
3. Declaration of Compliance & Commitment to Respect the Rules of Good Commercial Practices of The consortium (ACF)
4. Good Business Practices Of The consortium (ACF)