

# Evaluation of ADRA DK funded Livelihood Programmes in Syria and Yemen (2018-2024)

## Terms of Reference

### **1. Introduction**

This Terms of Reference (TOR) relates to the evaluation of ADRA's livelihood activities in Syria and Yemen, funded under the Danida Strategic Partnership Agreements (SPA) between 2018 and 2025. This evaluation is commissioned by ADRA Denmark (ADRA DK) and will cover the period from January 2018 to December 2024.

This TOR was prepared by ADRA DK based on an initial document review and consultation with ADRA Syria and ADRA Yemen. The purpose of the TOR is to outline the evaluation process and provide key information to the evaluation team and evaluation committee (see section 7).

### **2. Background and Context**

In **Syria**, while large-scale conflicts have ceased following the March 2020 ceasefire agreement in Idleb, the country continues to suffer a deteriorating socio-economic crisis with unprecedented fluctuations in the exchange rate, and the worst devaluation in the Syrian Pound in 2023. More and more people are facing poverty and are having destitute conditions with limited access to fundamental services and livelihood possibilities, affecting particularly those who are most susceptible and marginalized. The earthquake that hit Aleppo and Lattakia on 6 February 2023, which led to thousands of casualties among Syrians in the affected areas, also had a devastating impact on the economy, infrastructure and access to basic services.

Positive drivers of change in Syria include the relatively stable security situation in government-controlled areas allowing for more long-term, sustainable resilience programming, such as the livelihood activities which are subject of this evaluation.

In Syria, the livelihoods activities which are to be evaluated are a part of a larger programme, which also included/includes Education in Emergencies (EiE), WASH, health, Multi-Purpose Cash Assistance (MPCA), food security and nutrition interventions. They were/are partly implemented in the same areas and target the same communities, where possible.

The livelihoods component has the objective to improve resilience and self-reliance of affected households through supporting them in restoring their livelihoods. The key actions are the provision of basic business management training combined with in-kind grants to help start small-scale businesses for those trainees who present a viable business plan. ADRA also offers specialized skills training to the grantees, where the need is identified, to further boost the success of the businesses. ADRA targets the most vulnerable households with previous business experience, such as female-headed households or households with members living with a disability.

After more than nine years of conflict, millions of people in **Yemen** continue to be severely affected by the compounded effects of armed conflict, economic crisis and disrupted public services. In 2024, an estimated 18,2 million people are in need of humanitarian assistance with food insecurity, malnutrition, WASH and protection issues remaining severe. IDPs, refugees and migrants are among the most vulnerable and affected by the conflict. Aden governorate, where ADRA Denmark is present, hosts thousands of IDPs, migrants and refugees, the majority living in slums, poor and neglected neighborhoods with poor access to basic services. The protracted crisis in Yemen has amplified existing equality gaps and curtailed Yemen's economic growth, job creation and labour productivity. The trade of buying and selling goods has become overwhelmingly expensive and the Yemeni rial continue to depreciate, severely affecting the purchasing power of the population.

Also in Yemen, ADRA's livelihood activities are a part of a comprehensive programme that also includes Cash for Work (CfW) with integrated hygiene interventions, food security and nutrition interventions, protection activities and support to community-led crisis response (sclr). ADRA has focused on improving livelihoods in order to promote self-reliance and strengthen the resilience of the targeted population. Interventions aiming at promoting socio-economic inclusion and enhancing resilience involves support to small businesses, in-kind grants, and business training to support beneficiaries in establishing or restarting businesses. Recently, ADRA has piloted the establishment of hydroponics for crops as a part of the livelihood activities. The aim is to prevent further deterioration of the living conditions and to reduce aid dependency, as well as to contribute to restoring dignified living conditions for affected people.

These programmes are funded by Danida through 4-year funding cycles and are implemented by ADRA Syria and ADRA Yemen. In Syria, ADRA Syria works closely with the Syrian Arab Red Crescent (SARC) to implement the livelihood activities. In Yemen they are fully implemented by ADRA Yemen. The first programmes ran from 2018-2021 and the second started in 2022 and will end in December 2025.

### **3. Evaluation purpose, scope and objectives**

Purpose/objective:

- After having conducted livelihood activities for seven years in Syria and Yemen, the purpose of this evaluation is to learn how effective the livelihood activities are and what can be done to increase the sustainability and success of the interventions.
- Another purpose is to have the approach thoroughly reviewed and receive actionable recommendations for improvements before preparing for the next programme cycle (2026-2030), which ADRA will start designing in 2025.

Scope:

- Livelihood activities in Syria under the Danida funded VCD (2018-2021) and COPE projects (2022-2024), covering the period January 2018 to December 2024, in Homs, Lattakia and Aleppo governorates.
- Livelihood activities in Yemen under the Danida funded ERB (2018-2021) and ELC projects (2022-2024) in Aden.

Users of the evaluation:

- ADRA DK, ADRA Syria and ADRA Yemen will change or adjust their livelihood strategy and future programming according to the recommendations of this evaluation. Since the next 5-year funding

cycle will be prepared in 2025, the findings of this evaluation will be used to design an improved livelihoods programme for 2026-2030.

- ADRA DK will use the findings (if effectiveness of livelihood approach is confirmed) to advocate for donor funding.
- Since the livelihood activities in Syria and Yemen are similar, ADRA Syria and ADRA Yemen may learn from each other’s livelihood programming, depending on the findings of this evaluation.

#### 4. Evaluation criteria and questions

##### Relevance

- To what extent have the livelihood approaches in both Syria and Yemen been relevant for the target groups?

##### Effectiveness

- What have been the key results and changes attained for the families and communities who benefitted from the livelihood activities, including the different sex, age and vulnerability groups?
  - To what extent have the objectives of the livelihoods component of the projects been achieved?
  - Have there been any unintended outcome-level results beyond the planned outcomes?
- What could be done to strengthen the effectiveness of the approach?

##### Sustainability

- How sustainable are the livelihood activities?
- What could be done to strengthen the sustainability of the approach?

#### 5. Project information and available data

##### Syria

Vulnerable Communities live with Dignity (VCD)		
Country	Syria	
Region	Homs governorate	
Project period	Start	End
	January 2018	December 2021
Number of small businesses established	Approx. 200	

Creating Opportunities for People in Emergencies (COPE)	
Country	Syria

<b>Region</b>	Homs, Lattakia and Aleppo governorates	
<b>Project period</b>	<b>Start</b>	<b>End</b>
	January 2022	December 2025
<b>Number of small businesses established</b>	Approx. 700	

The following documents are available for the document review:

- Project documents
- Annual reports/ADRA SPA Results Reports
- Monthly or quarterly reports
- Grant contracts

The following data is available:

<b>Syria VCD</b>		Collected during:
Indicator 1	% of livelihood beneficiaries reporting a reduction in negative coping strategies	2018-2021
Indicator 2	% of beneficiaries reporting improvements in income as a result of project activities	2018-2021
Indicator 3	# individuals benefiting from improved income (including household members of direct beneficiaries)	2021
<b>Syria COPE</b>		
Indicator 1	% of households using more than 2 crisis coping strategies	2022-2023
Indicator 2	# of people reporting increased income from (re-) established business	2022-2023
Indicator 3	# of businesses that are functional at the end of the project	2023

## Yemen

Emergency and Resilience Building (ERB)		
<b>Country</b>	Yemen	
<b>Region</b>	Basateen, Aden governorate	
<b>Project period</b>	<b>Start</b>	<b>End</b>
	January 2018	December 2021
<b>Number of small businesses established</b>	80	

Enhanced Life Conditions for the most vulnerable communities in Basateen area of Aden governorate (ELC)	
<b>Country</b>	Yemen
<b>Region</b>	Aden governorate

<b>Project period</b>	<b>Start</b>	<b>End</b>
	January 2022	December 2025
<b>Number of small businesses established</b>	183	

The following documents are available for the document review:

- Project documents
- Annual reports/ADRA SPA Results Reports
- Monthly or quarterly reports
- Grant contracts

The following data is available:

<b>Yemen ERB</b>		
Indicator 1	To be provided	2018-2021
Indicator 2	To be provided	2018-2021

<b>Yemen ELC</b>		
Indicator 1	% of households with reduced coping mechanisms using two or less crisis coping mechanisms	2022-2024
Indicator 2	# of people establishing and sustaining a small-scale business	2022-2024

## 6. Methodology

The evaluation team will suggest the most appropriate methodology/methods to answer the evaluation questions during the application/tendering process. The methods for each evaluation question should be presented, so the Evaluation Committee for this evaluation will have a clear understanding of how the answers will be derived. A final decision on methodology/methods will be taken in consultation with the Evaluation Committee and outlined in the Inception Report.

In addition to the above-mentioned evaluation questions, the data for the following indicators should be collected as part of this evaluation:

- Number and percentage of small businesses that are still open (and number of years they have been open)
- Number and percentage of small businesses that were able to make sufficient income through the established small business to cover household costs (including education of the children) for 80% of the time

## 7. Evaluation process

<b>EVALUATION PHASES</b>	
<b>Preparation phase (Oct. – Dec. 2024)</b>	<ul style="list-style-type: none"> <li>• Establishing an Evaluation Committee</li> </ul>

	<ul style="list-style-type: none"> <li>• Drafting and finalization of ToR and documentation required for the bidding process</li> <li>• Bidding process and recruitment of evaluator / evaluation team, which will be led by ADRA DK MEAL Advisor and Humanitarian Coordinators for Syria and Yemen.</li> </ul>
<b>Inception phase (Jan 2025)</b>	<ul style="list-style-type: none"> <li>• The evaluator / evaluation team will finalize the evaluation plan and methodology and submit an inception report, which will be reviewed by the Evaluation Committee within 2 weeks</li> </ul>
<b>Data collection (Feb 2025)</b>	<ul style="list-style-type: none"> <li>• Evaluator / evaluation team will work with local consultants or enumerators to collect data in the field</li> <li>• Debriefing following the field data collection to the Evaluation Committee</li> </ul>
<b>Data analysis (Mar 2025)</b>	<ul style="list-style-type: none"> <li>• Evaluator / evaluation team will conduct data analysis</li> <li>• Evaluator / evaluation team will draft evaluation report</li> </ul>
<b>Finalization of evaluation report (Apr-May 2025)</b>	<ul style="list-style-type: none"> <li>• Evaluator / evaluation team will present findings and recommendations to the Evaluation Committee in an online meeting</li> <li>• Evaluator / evaluation team will share draft evaluation report with Evaluation Committee and receive written feedback (in track changes) within 3 weeks of receipt.</li> <li>• Based on the feedback, the evaluator / evaluation team will finalize evaluation report, clean data sets and other deliverables and submit by the deadline.</li> </ul>
<b>Dissemination phase (June 2025)</b>	<ul style="list-style-type: none"> <li>• Evaluator / evaluation team will present evaluation findings and recommendations to ADRA DK, ADRA Syria and ADRA Yemen staff during an online meeting.</li> <li>• ADRA Syria and ADRA Yemen will communicate the evaluation findings and recommendations with the communities who received livelihood support under the evaluated programmes with guidance/support from ADRA DK, if required.</li> </ul>

ADRA DK will create an Evaluation Committee group for this evaluation, comprised of key stakeholders of the projects to be evaluated as well as key experts. Their role will be to review the deliverables (ToR, inception report, draft and final evaluation report). The following members are suggested to be part of the Evaluation Committee:

- ADRA Syria Programme Director
- ADRA Syria COPE Project Manager
- ADRA Syria MEAL Advisor
- ADRA Yemen Programme Director for the south
- ADRA Yemen ELC Project Manager
- ADRA Yemen MEAL Advisor
- ADRA DK MEAL Advisor
- ADRA DK Humanitarian Coordinator Syria
- ADRA DK Humanitarian Coordinator Yemen