



Terms of Reference (TOR) for Projects' Final Evaluation

By External Consultant

Projects:	Women Protection Centers (WPCs) and Family Guidance Centers (FGCs) Projects (5) - LAB & LAC
Location:	Afghanistan - Western region (Herat, Badghis, Ghor, Farah & Nimruz provinces)
Duration of Appointment:	2 months (November 1 to December 31, 2019)
Expected Start Date:	1 st November 2019

1. Organization Profile

Voice of Women Organization (VWO) is a non-governmental, non-profit, non-political and non-partisan organization based in Afghanistan with its main office in western Afghanistan's regional capital, Herat. VWO is one of the leading organizations in Afghanistan that promotes and defends women's rights issues which has put VWO in the international spot light. Since its establishment VWO has worked on the revival of women's role in the Afghan society through advocacy for women's rights, legal & social protection, capacity building and socio-economic empowerment.

VWO is mainly focused on empowering and improving women's rights issues, gender equality and justice for women. The organization has carried out numerous projects in Legal & Social Protection, Access to Justice, Advocacy for Women's Rights Legislation, Leadership, Education, Health and Capacity Building for Social Empowerment and Vocational Training for Economic Empowerment sectors with funding from international donors.

Since 2004 VWO has continued to operate from its Head Office in Herat city. In addition, VWO has four regional sub-offices in provincial capitals in Ghor, Badghis, Farah and Nimroz. VWO has also established liaison offices in Kabul, Philadelphia (United States) and Adelaide (Australia).

Goal:

To protect Afghan women, broaden their access to justice, alleviate violence against women and promote their human rights as well as to reduce women's poverty level among communities through capacity building and socio-economic empowerment programs.

Vision

Providing equal opportunities for women to develop their potentials to actively participate in decision-making and nation-building processes at all levels.

Mission

Promotion of gender equality, providing education, legal, and social assistance, increasing awareness and expanding resources. We also believe in nurturing women's capacities through a participatory approach, enabling them to lead a successful life.

2. Project Description

The establishment of women protection centers' guidelines was ratified by ministers' council in 5 chapters and 33 articles and it has been approved by the former President of Islamic Republic of Afghanistan Mr. Hamed Karzai in 2011; therefore it is constantly being adhered by local authorities in Afghanistan. The regulation also states that NGOs meeting the requirements can establish WPCs under license from MoWA and Ministry of Economy.

Also, pursuant to chapter 2 article #8 of the EVAW law which was approved by the former President of Islamic Republic of Afghanistan Mr. Hamed Karzai in 2009, indicates that, in order to prevent violence the Ministry of Women Affairs with other ministries, governmental and non-governmental agencies and relevant organization shall adopt the following proactive and supporting measures, "to pave the ground for protecting and keeping victims of violence in WPCs".

With respects to the above-mentioned issues VWO spearheaded the initiative and established the Women Protection Centers and Family Guidance Centers in Herat, Farah, Badghis, Ghor and Nimruz provinces of western region of Afghanistan in order to provide immediate safe haven for at risk women and girls and to provide free of cost legal counselling and legal aid services to target populations in the above mentioned provinces.

3. Purpose of Evaluation

The external evaluation of the project by a third party will help both VWO and the donor agency to reassess the commitments and also analyze the efficiency and importance of AWSF projects whether the goals of the projects were fully or partially met and whether there were deficiencies during the implementation of the projects or not. Although VWO has years of experience implementing WPC-FGC and other projects of legal/social assistance in nature, VWO is expecting day by day improvement in the delivery of services to meet the international standards by improving the quality of its facilities and services. This is mentionable that the results of the final evaluation will be used as baseline for future project designing proportionally.

4. Objectives of the Evaluation

- To review, evaluate and analyze the project achievements, effectiveness, relevance and efficiency.
- To assess and document effectiveness and efficiency of VWO WPC & FGC services.
- To make a recommendation to VWO, Colombo Plan and INL on whether the project activities had positive effects and should continue its services.
- To make recommendation on shortages and improvement areas need for project's standardized implementation methodology.

5. Purposed methodology of the Evaluation

- The WPC/FGC projects currently under VWO administration have different start but has the same end. The consultancy is required to conduct the final evaluation of the projects according to projects' timeline and provide VWO with an evaluation report one week after field visit and collection of required data and consultation with projects' stakeholders in the mentioned provinces (Herat, Ghor, Farah, Badghis and Nimruz) within 2 months.
- The evaluation should follow the cycle of (desk review of the documents, data collection, data analysis & finally reporting of each evaluation separately. VWO will provide all the necessary documents needed during the documentation desk review.
- The targeted interviewees should be including of (project's staff, related governmental stakeholders, family members of the WPC survivors and FGC clients). Finally all the collected data should be cross checked with the program team of VWO before any data analysis or reporting processes.
- The evaluators' team should be consist of both gender (Male & Female) evaluators since in the Women Protection Center entrance of men is not allowed so its deemed necessary for a female evaluator to interview the survivors (protected women & girls) in the WPC & other female members of the families. However the evaluation of the Family Guidance Center and stakeholders can be easily handled by a male evaluator. VWO should have a review over the selected evaluators' background, so their CVs and other relevant documents will be reviewed before selection process.
- The evaluators according to a pre- designed schedule should arrange their travels to the provinces where VWO operates such as (Herat, Badghis, Ghor, Nimruz & Farah)
- The data analysis should be done through standard data analysis programs such as SPSS or other statistical & analytical software.

6. Evaluation Outputs

Final output is expected in report format, which should adhere to the generally accepted standards. The report should be submitted in English language and should be of high enough quality to share with outside agencies, donors or interested third parties. It should provide substantive evaluation against indicators as outlined in the projects' log-frame (outcomes and output indicators), the logframes and other relevant documents for each project will be provided to the consultancy in order to facilitate the evaluation process. The final evaluation report for each project should be structured in a fashion to address issues and related findings, assessment of performance, description of best practices, conclusions, learnings and recommendations for continuation of projects. The evaluation should focus on the key aspects and efficiency of the services provided within the WPCs & FGCs, LAB & LAC under VWO administration.

7. Payment methodology:

The nature of the payment based on parties' agreement will be installment wise while the percentage of work for any payment will be determined upon signing the contracts. There would be no cash payment however all the installments will be wired through bank.

8. Accommodation & Transportation costs:

The selected consultancy should pay the accommodation and local transportation costs of their evaluators while traveling to the provinces. However VWO will have arrangement for accommodation but the costs will be deducted from the amount contracted.

9. Eligibility: The eligibility criteria herewith sets forth

- Holding up to date consultancy license from government of Afghanistan.
- Professional staff while international staff is preferred.
- At least 5 years of experience in the relevant field with national and international organizations.

10. Evaluators' qualification & attributes

- University degree at master level MBA, social science, management or other relevant field of study.
- At least 4 years of experience in evaluation, research or assessment.
- Professional experience and understanding of the project's implementation cycle, proposal, budget & logical frame work.
- Competent in evaluation tools i.e. questionnaires, FGD, individual interview and etc.
- Competent in using software such as SPSS and other statistical and analytical software.
- Fluency in Dari, English & Pashto languages.
- Fluency in computer programs such as ICDL program (word, excel....).

11. Management of the Evaluation

The overall responsibility for managing the evaluation will be with the contracted consultancy firm, in close collaboration with the VWO program and M&E teams.

Appendix 1: Report Structure of Evaluation/Review

1. Length of the Report

The maximum acceptable length of the final evaluation report would normally be 20-25 pages for each project (excluding the annexes).

2. Coverage

This should indicate: The title of the project, implementing agency, the donor, project duration, the name of the evaluator (or the company) and the date the report was submitted.

3. Table of Contents

It should include page numbers and list of tables, graphics, boxes, annexes and photos

4. Abbreviations/Acronyms

E.g. DoWA = Department of Women Affairs.

5. Executive Summary:

It should be a summary that contains the context of the evaluation, purpose, scope, methodology, main findings, conclusions, recommendations and lessons learned.

The executive summary should be a “stand-alone” document of a maximum of 5 pages.

6. Introduction:

The Introduction should not be more than one page. It should contain the:

- Purpose of the evaluation/review
- Scope of the program/project
- Scope and methodology of the evaluation
- Structure of the report.

7. Project description and evaluation profile

This section should contain:

- Brief background to region/country (Political, social, economic, and historical)
- Economic, social and cultural dimensions of the object to be evaluated
- Linkages to other objects
- Stakeholders
- Issues to be addressed
- References to relevant documents and mandates
- Other information (phases, timeline, budgets etc.)
- Purpose and scope of the evaluation what results were expected to be achieved –Evaluation process and methodology –Any Obstacles.

8. Evaluation findings

This section should be a clear statement of what the evaluation found out in response to the questions it was set up to answer. There will be different categories suitable to the project being evaluated and based on the TOR. This should include findings (the list below is not exhaustive):

- Regarding resources used and outputs produced
- Indicating contribution to outcomes and intended and unintended effect
- Indicating progress compared with initial plans (achievements/challenges)
- Indicating status of implementation of recommendations from previous evaluations (if any)
- Giving information on sound quantitative and qualitative data about progress made for beneficiaries over the period evaluated.
- Giving information on capacity building and exit strategy: whether capacity has been developed; whether mechanisms have been put in place to ensure that local organization can sustain the positive effects of the projects once donor funding is reduced.

9. Conclusions:

Conclusions should be based on the analysis of the findings and supported by evidence. They should:

- Add value to the findings
- Answer to evaluation issues
- Focus on issues of significance related to key areas mentioned in the TOR.

10. Recommendations:

The Recommendations should be numbered and divided according to whom they are directed to, e.g. VWO, donors or other stakeholders, institution/agency, etc. The use of a table can be a way to organize them. They should:

- Contain suggestions to improve future performance
- Be supported by evidence and findings
- Be adequate in terms of the TOR
- Facilitate implementation (Realistic and objective).

11. Lessons learned

Lessons learned should help to:

- Replicate similar type of interventions elsewhere or upscale the project;
- Prevent mistakes for future similar interventions;
- Contribute to general knowledge in the area of the intervention of the project being evaluated.

Annexes:

The expected annexes are:

- List of People interviewed/met
- Timetable of field work
- List of important documentation consulted
- Data collection instruments;
- Program of Evaluation/Review
- Terms of Reference of the Evaluation/Review
- Desk Study (if any)

12. Submission guideline: The eligible applicants are highly recommended to apply for this evaluation process through submission of their proposal explaining the methods of the evaluation they purpose, detailed budget for this evaluation & factsheet of their consultancy to this email address jobs@vwo.org.af , the submission deadline will be (September 20, 2019).

Note: The selection process may take 1 week and the selected consultancy will be invited to an inception meeting talking further about the evaluation methodology and correspondence in details and if any revision or further improvement is required.