

Terms of Reference for Lead Researcher for Appraisal Study of Citizen Action under Citizens' Charter National Priority Programme (CCNPP)

1. Introduction to SCA

Swedish Committee for Afghanistan (SCA) has been present in Afghanistan since the beginning of the 1980s. With over 5 000 Afghan employees it is one of the largest organizations in the country. SCA supports education, health, rehabilitation of persons with disabilities, and contributes to development in rural areas. SCA operates in 14 provinces in Afghanistan.

In Afghanistan close to 70 000 children go to schools run by SCA. Over two million people receive medical care each year at clinics and hospitals run by the organization. Nearly 3000 children and adults with disabilities receive special education. SCA's activities are based on a Rights Based Approach as well as ensure women's rights are recognized and upheld.

2. Information on CCNPP

Afghanistan government officially launched the Citizens' Charter National Priority Program (CCNPP) in September 2016. The Charter is a government commitment to provide every village and city in Afghanistan with basic services, based on community's own prioritization. The program aims to build united villages, neighborhoods, cities, improve the relationship between the Government and its people and reduce poverty by providing basic services. Community Development Councils (CDCs) are the heart of the Citizen's Charter. They are tasked with planning, negotiating, and managing development investments. Civil Society Actors including international NGOs like SCA have been supporting the Ministry of Rural Rehabilitation and Development (MRRD) since 2003, first under the auspices of the National Solidarity Programme and now under CCNPP to facilitate citizens' engagement, most notably by helping communities to elect their representatives and constitute CDCs, and strengthen CDCs to fulfill their mandates. Currently SCA facilitates community mobilisation for strengthened citizen-state interface in 854 communities in three provinces of Afghanistan.

3. Objectives of the Study

The appraisal study will mark SCA completing Phase 1 of the three-year Citizens' Charter Afghanistan Project in December 2020 and inform SCA's future orientation on supporting community-driven development in Afghanistan. Both evaluative and exploratory in its scope, the objectives of the study are:

- To understand practices related to processes of decision-making, role-allocation and accountability on matters and initiatives of public significance within select local communities and their sub-national contexts.
- 2. To analyse the internal workings within locally elected councils (CDCs and Cluster CDCs) and determine the capacity of CDC members and sub-committees to organise, steer and deliver on



- development needs and priorities, and as identified in community development plans where they exist.
- 3. To determine whether the methods and approaches (and their relations as overall design) applied for enhancing Citizen Action under CCNPP were relevant, appropriate and effective.
- 4. To identify opportunities for continued engagement with targeted communities, replication of similar efforts in new communities, and change and continuation of such efforts in terms of policy and programme, including the role of civil society actors vis-à-vis MRRD, and other state actors.
- 5. To identify lessons learned during implementation of CCNPP first phase and provide recommendation to SCA for consideration during implementation of similar projects to come in future.
- 6. To understand the extent to which the programme achieved the overall stated objective for the CCNPP in the SCA target areas.

3.2 Key appraisal questions

- To understand practices related to processes of decision-making, role-allocation and accountability
 on matters and initiatives of public significance within select local communities and their subnational contexts.
 - 1.1. How are decisions related to development interventions taken within communities likely to be impacted by these interventions?
 - 1.2. To what extent are CDCs effective in steering decision-making processes related to development intervention in the communities?
 - 1.3. How different are processes of decision-making related to development interventions and project management in communities that were mobilized under CCNPP from those that were not mobilized under CCNPP?
 - 1.4. How effective are local governance structures in ensuring accountability in public initiatives and implementation of sub-projects?
- To analyze the internal workings within locally elected councils (CDCs and Cluster CDCs) and determine the capacity of CDC members and sub-committees to organise, steer and deliver on development needs and priorities, and as identified in community development plans where they exist.
 - 2.1. To what extent are elected and appointed members within CDCs, Cluster CDCs and subcommittees successful in performing their roles and responsibilities toward community development?
 - 2.2. Do CDCs, Cluster CDCs and sub-committees have the required capacity to deliver on development needs and priorities identified through Community Development Plans at village level.
- 3. To determine whether the methods and approaches (and their relations as overall design) applied for enhancing Citizen Action under CCNPP were relevant, appropriate and effective.



- 3.1. To what extent was the CCNPP design relevant, appropriate, and effective for enhancing Citizens Action as envisaged in policy documents?
- 3.2. Which activities or trainings individually carried out, or in combination with others, affected progress the most or contributed to important outcomes related to CCNPP objectives?
- 4. To identify opportunities for continued engagement with targeted communities, replication of similar efforts in new communities, and change and continuation of such efforts in terms of policy and programme, including the role of civil society actors vis-à-vis MRRD, and other state actors.
 - 4.1. In which areas do target groups need additional support from SCA for accountable and representative community institutions and enhanced community-driven development?
 - 4.2. What changes are required within SCA's policies and programmes, and organizational and operational systems, for enabling citizen action in geographies of strategic importance for SCA?
- 5. To identify lessons learned during implementation of CCNPP first phase and provide recommendation to SCA for consideration during implementation of similar projects to come in future.
 - 5.1. What lessons can be drawn from the first phase of CCNPP relevant for design of future programmes?
 - 5.2. Provide any additional recommendations?
- 6. To understand the extent to which the programme achieved the overall stated objectives under CCNPP.
 - 6.1. To what extent have programme objectives been achieved in the communities?

4. Scope of the Study

The researcher on behalf of SCA will conduct the appraisal study using primary (real and virtual) and secondary sources of data on ongoing citizen action in SCA coverage areas specified in section 5. The study will concern itself with citizen engagement in leadership of the community and development delivery processes over last three years since the start of CCNPP in 2017. In addressing the need for SCA to critically analyse results and achievements of its facilitation role under CCNPP based on evidence gathered from the field, the study will also include lessons learnt, best practices and case studies to feed into SCA's theory of change for community-driven development. The study will help SCA identify area for further support to CDCs and sub-committees established under CCNPP. The study will be 30 working days as specified in deliverables section.

5. Approach and Methodology

The assessment will adopt a mix of quantitative and qualitative approaches.

The consultant will undertake a desk review of key strategic documents such as CCNPP proposal, Operation manual, strategy documents, work plan, action plan, annual report, and other evaluation report



of CCNPP project. These documents will be provided by SCA to the consultant. Majority of the secondary data already exists within SCA and in some cases data will be collected from other secondary sources outside of SCA such as official government statistics.

With regards to primary data, study will collect data from a representative sample of the population in 7 districts in the three provinces where SCA facilitates CCNPP. The Study will also examine community development processes in districts where CCNPP-specific structured citizen action initiatives have not been carried out to obtain a nuanced understanding of policy-led community-driven development. Details on CCNPP coverage areas (provinces, districts and number of communities) are as follows:

Provinces	Districts	# of Communities
Wardak	Hesa Awal Behsod	205
	Jalriz	85
	Maidan Shahr	52
Jawzjan	Faizabad	72
	Shaberghan	136
Kunduz	Ali Abad	74
	Kunduz Centre	230
Total Communities		854

Households will be randomly selected based on various socio-economic and different categories of target group. Representative samples of women, men, children and people with disabilities will also be interviewed within each household category. Household-level data will be collected using interviewer administered questionnaires. Data collection at household level will be conducted by women for women respondents and men for men respondents.

Primary data will also be collected from key stakeholders including SCA staff, MRRD staff involved with CCNPP both in Kabul and relevant provinces, et al.

Qualitative data collected will be analyzed in accordance with appropriate tools and procedures (policy papers, peer reviewed articles, etc.) and reliable context analyses. For the quantitative data computer-based software should be used. To cross check and verify data collected through interviews, focus group discussions at important stages and critical intersections will be conducted. All data collected will be suitably organized and documented. The researcher will come up with detailed and appropriate appraisal/evaluation approach and methodology.

6. Guiding Principles and Values

The study report is solely the property of SCA. The researcher is required to consider the confidentiality of the report and procedures. The researcher is also required to consider ethical consideration during interview with beneficiaries and stakeholders. Though data will be based on the primary data collected from interviews, secondary data available and field observation, plagiarism is not allowed in this report.



The researcher will adhere to ethical and professional standards in this study. The researcher will have no right to publish any part of the assignment. It is therefore paramount at this juncture for the consulting firm to understand these values as stated below.

- a) Full respect of the Afghan people's rights to sovereignty, cultural heritage, and religious Integrity
- b) Full neutrality and impartiality vis-à-vis people of different religion, gender, and ethnic origin
- c) Equal access to all services for the Afghan people, including women's rights to survival, protection and development

These values should be well guarded by all professionals working with and for SCA to maintain acceptability in all areas of our operations. The consultant is therefore required to find out what works and what does not work in specific circumstances and specific regions so that mistakes and misunderstandings are avoided.

7. Management of Task:

7.2 SCA responsibilities:

- 1. SCA will provide independent translator for field level data collection on need basis.
- 2. SCA will provide the researcher with all necessary documents and data related to the assignment and assist in accessing external documents that provide contextual information.
- 3. SCA will support the researcher in arranging both internal and external meetings.
- 4. For researchers residing outside Afghanistan SCA will provide round trip tickets, accommodation in its guest house in Kabul and regional offices and local transportation. SCA will provide all necessary security updates and guidance necessary during the researcher's stay in Afghanistan.
- 5. SCA Management will provide technical support to the researcher when needed and review and approve documents specified in deliverables section.

7.3 Consultant responsibilities:

The lead researcher will develop a research design, inception report and design data collection tools, lead the data collection process, train data collectors, supervise data collection as well as undertake some critical enquiries for qualitative insights (including field observation), conduct data analysis, compile a report in line with the terms of reference, and make a presentation on the findings to SCA management.

8. Professional Qualifications

To qualify as lead researcher for the appraisal study, the applicant should meet the following criteria:

- Relevant academic qualification with at least a master's degree.
- Demonstrated experience on community-driven rural development projects, with specific background, experience, and knowledge on community governance.



- Demonstrated experience with evaluation of rural development projects, preferably in Afghanistan, and particularly projects dealing with community development, large-scale community mobilization, participation, and empowerment.
- Experience in data analysis and evaluation of large projects and familiarity with computer-based data analysis software.
- Demonstrated experience on leading large teams in complex environment.
- More than 7 years of experience working in project appraisal/evaluation in similar assignments.
- Highly proficient in written and spoken English. Familiarity with local language will be an asset.

9. CV/ technical Proposal Submissions

Following documents are required to be submitted for this assignment.

- A Concept Note that details out the applicants understanding of the ToR and outlines the research methodology, sampling strategy, data quality control and analysis plan.
- Writing sample of the document of similar research
- Applicant's CV including three work related references.
- Consultant Fees of services/Financial Proposal

Subject of your application/email should be: CCNP assessment-your name - for example: CCNPP assessment-Usman Ashraf. Note that 2% tax for Afghan registered consultants and 7% tax for non-registered consultants apply. Tax will be deducted from the consultant's fees.

Please put forward the documents and email them to: evaluations@sca.org.af

Further questions can be sent to Khalid Rahman CCNPP Manager at: khalid.rahman@sca.org.af and Rahat Khpalwak Senior Assessment and Evaluation Officer at rahat.khpalwak@sca.org.af

10. Deliverables and Timelines

The assignment will be for 30 working days December 2020 and January 2021 including travel within Afghanistan.

- **1. Inception Report:** Upon signing of the contract, consultant will prepare detailed plan on how the study is to be conducted including data collection from provinces, data analysis, preparing report and presentation of the report through SCA standard template.
- **2. Data collection tools and guide**: Develop data collection tools and start data collection.
- **3. Summary of Findings:** Compile and analyze collected data, prepare a summary presentation on initial findings of the evaluation to SCA management, present it to SCA for comments, and continue research as required.
- **4. First draft and Final Appraisal Report:** Prepare a first draft of the full report and share it with SCA for comments. Incorporate comments, produce a final draft of report, and submit it for approval. For the draft report and final report, the researcher will use SCA standard templates.



10.2 Tentative Timetable:

Below is tentative timeline for the evaluation, subjected to changes based on the negotiation with consultant. Fridays and Saturdays are considered off.

Date	Activities/Tasks	
Nov 15, 2020	Consultant start work	
Nov 15 -18, 2020	Develop and finalize inception report including evaluation data collection tools, guides, and protocols.	
Nov 19 - 23, 2020	Train data collectors and supervisors	
Nov 24 – 07 Dec, 2020	Data collection at field level	
Dec 8 – 14, 2020	Data analysis and report writing	
Dec 16, 2020	First draft report submission	
Dec 17, 2020	Present summary of findings	
Dec 20 – 22, 2020	Include review feedback	
Dec 23, 2020	Submission of final evaluation Report	

11. Evaluation of Applications

The evaluation is quality of application/concept note and cost-based selection, 70% for quality and 30% for the cost. SCA will provide the contract to only one service provider/individual consultant.

11.2 Quality Evaluation (technical)

Technical and Quality Evaluation plus Oral interview (70%)

- 1. Consultant's experience, qualification, and credentials (Maximum 20 points)
- a) Consultant profile (Qualification and experience), relevant to the TOR
- b) Consultant's previous experience in conducting similar related / evaluations
- c) Technical capacity of the technical team (CVs of the technical team lead and members to be attached)
- d) Demonstrated likelihood to complete the evaluation within the stipulated period



(Each sub theme will be rated between 0-5 points)

11.3 Technical proposal (Maximum 30 points)

- a) Completeness and comprehensiveness of the proposal
- b) Demonstration of understanding of the TOR
- c) Methodology/approach to the evaluation/appraisal
- d) Detailed Implementation Plan indicating the start and end dates
- e) Previous experience in conducting similar evaluations

(Each sub theme will be rated between 0-6 points)

Oral Interview (Maximum 20 points)

11.4 Financial evaluation (Maximum 30 points)

SCA will add to all the price quotations. The lowest priced based on this will be given the maximum financial score of 30 points. The financial scores of other qualified quotations will be computed as follows: Financial score = 30 x Lowest price/price of relevant quotation.

11.4.1 Final evaluation score

The quotations will be ranked according to the combined Technical and Quality Evaluation plus oral interview, and Financial Evaluation scores using the following weights: T = Technical and Quality evaluation weight, 70%; F = Financial evaluation weight, 30%

11.5 Award of contract

Award will be made to the company whose quotation achieved the highest combined technical and financial score. If the final score is equal between two consultants, the score of quality will prevail.