



Term of Reference - External Evaluation
“Strengthening Afghanistan’s Future through Empowerment” (SAFE)

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| Consultancy Title | Short term assignment for external evaluation of project: “Strengthening of Afghanistan’s Future through Empowerment” (SAFE) |
| Reports to | Country Director, Afghanistan |
| Supported by | Work closely with PQAL Manager and Head of Programs, Afghanistan and with Senior Manager Program Quality Accountability and Learning (PQAL), HQ Canada |
| Background | <p>War Child Canada a registered Canadian charity based in Toronto works with war-affected communities to help children reclaim their childhood through access to education, opportunity, and justice. War Child Canada has over 15 years of experience working in communities in conflict and post-conflict zones. All work is implemented in direct partnership with local communities, local NGOs, and other stakeholders using a child-centered approach. War Child Canada is currently operational in Uganda, Sudan, South Sudan, the Democratic Republic of Congo, Kenya, Afghanistan, and Iraq.</p> <p>Strengthening Afghanistan’s Future through Empowerment (SAFE) is a multi-year development project funded by Global Affairs Canada (GAC) being implemented by War Child Canada and its local implementing partners in Kabul, Nangarhar and Kandahar provinces. The project started on March 1, 2017 and will end on June 30, 2021. The project is part of the larger Women’s and Girls’ Rights and Empowerment (WGRE) Sector program funded by Global Affairs Canada in Afghanistan. Besides signing a Contribution Agreement (CA) with GAC, War Child Canada also signed a memorandum of understanding (MoU) with the Ministry of Women’s Affairs (MoWA) and the Ministry of Justice (MoJ) of the Islamic Republic of Afghanistan.</p> <p>The project used the Canadian Government’s Result Based Management (RBM) approach to assess project progress and achievements. The ultimate outcome of the project is: <i>“Women and girls are better empowered to participate in decision-making in Afghan society focused on three key objectives”</i>. The intermediate outcomes and immediate outcomes of the project are outlined below.</p> <p>Intermediate outcomes:</p> <ul style="list-style-type: none"> • 1100: Afghan society and government are more effectively supporting the protection of rights of women and girls from gender-based violence through enhanced commitment, policies and programing that defend the rights of women and girls • 1200: Strengthened Afghan civil society organizations are actively coordinating, advocating, protecting, and promoting the rights and empowerment of women and girls <p>Immediate outcomes:</p> <ul style="list-style-type: none"> • 1110: The rule of law including EVAW implementation is strengthened, improving access to GBV response services, with support from legal actors and communities |



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| | <ul style="list-style-type: none"> • 1120: Women are empowered to participate in decision-making at the household level, with support from their families and communities • 1210: CSOs, including women’s shelters, have the tools and platforms through which to strengthen the protective environment for women and girls • 1220: The capacity of Afghan communities, with a focus on community leaders and women, is strengthened to protect and promote women’s rights |
| <p>Consultancy summary</p> | <p>The consultant/consultancy firm will lead a mixed-method summative evaluation of the project listed below:</p> <p>This evaluation will provide an opportunity for all project stakeholders to review accomplishments and to be informed by the voices of the beneficiaries e.g., women, girls, their families, community leaders, civil society actors and government officials to reflect on the extent to which the project has made a difference in the lives of the beneficiaries. The consultant/consulting firm will conduct a systematic and objective assessment using Global Affairs Canada’s results-based M&E standards combining the traditional approach (measuring inputs, activities, and outputs) with assessment of the intermediate and immediate outcomes. The evaluation will document accomplishments of the project, challenges, successes, and lessons learned using the following framework.</p> <p>Area of focus 1: Response, capacity, and flexibility in a fragile context</p> <p>☞ Relevance and efficiency:</p> <ul style="list-style-type: none"> ○ To what extent did the GAC funded SAFE project respond to the evolution of the need and priorities of Afghanistan? ○ To what extent the project was aligned to the Afghanistan national priority programs, and national peace and development framework. ○ Which factors facilitated or limited the project’s response capacity and flexibility? ○ What factors related to local context and variances between provinces facilitated or limited the project response? ○ How flexible was the Global Affairs Canada assistance in responding to changing context, re-programming, resource allocation etc.? ○ To what extent the Canadian assistance and the project has considered the causes and factors of conflict and fragility and taken them into account as part of project implementation? What best practices should be retained for future programming? <p>Area of focus 2: Policy and program coherence</p> <p>☞ Coherence:</p> <ul style="list-style-type: none"> ○ How strong are the links between the project and Global Affairs Canada’s Women and Girls Rights and Empowerment (WGRE) program in Afghanistan? |



- To what extent the project has achieved the desired goals in relation to the theory of change? Were the outcomes realistic and sufficient to achieve the ultimate outcome?

Area of focus 3: Results

☞ Effectiveness:

- To what extent has the project achieved the expected results/outcomes in the following priority areas:
 - a) Rule of law, implementation of EAW, improved access to GBV response
 - b) Women's empowerment, knowledge and skills building, decision making at the household, family and community level
 - c) Civil society organization, engagement, activism strengthening protective environment for women and girls
 - d) Community capacity building to protect and promote women's rights.
- What were some of the good practices promoting gender equality and the empowerment of women and girls within the project?

☞ Sustainability:

- To what extent do stakeholders (both primary and secondary) have a clear understanding of the project, its output, immediate outcomes, intermediate outcomes, and ultimate outcomes?
- What steps have been taken by the project for sustainability of the project? To what extent are these steps supported by local partners and sectoral ministries?
- To what extent the intervention implemented by the project will be maintained after the closure of the Canadian assistance? Are there examples to demonstrate sustainability?

Area of focus 4: Management approach

☞ Coordination and Management:

- To what extent has the development assistance contributed to the enhanced capacity of the project executing agency (War Child Canada) and its local partners?
- To what extent project team been effective in its coordination with relevant actors, examples of support received, and effective project implementation, monitoring and evaluation and grant management?
- To what extent did the project apply the Do No Harm approach? What are some examples?

☞ COVID-19:

- To what extent the COVID-19 pandemic affected implementation of the project? What intervention(s) were suspended? What activities continued?
- How did the project respond in the context of COVID-19? What steps and measures were adopted?



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| | <ul style="list-style-type: none"> ○ To what extent Global Affairs Canada was flexible to approve/agree changes in the project related to COVID-19? e.g. re-programming, resource realignment, no cost extension etc. |
| <p>Approach and Deliverables:</p> | <p>For planning of the external evaluation, the consultant/consultancy firm should use the below approach:</p> <ol style="list-style-type: none"> 1. Develop, finalize, and lead a participatory evaluation that involves active participation of the project team, local implementing partners, civil society organizations, community leaders, officials from collaborating ministries as well as the primary target groups (women and girls) in planning and conducting this evaluation. 2. The consultant will review all project documents (logic model, project proposal, contribution agreements, annual reports, annual plan, database etc.) in advance to carrying out the final evaluation. 3. While War Child Canada has developed this scope of work for the evaluation team and has tailored the approach to its needs with questions that are specific to the program, the consultant in consultation with War Child Canada, finalize the evaluation approach, methods, and tools to measure progress and achievement under each four immediate outcomes, the two intermediate outcome and against the ultimate outcome (see above). <p>The consultant will provide an inception report and proposed tools for review and approval by War Child Canada.</p> <p>The consultant or the consultancy firm will provide a final report using the following outline:</p> <ul style="list-style-type: none"> • Cover page • Table of contents • List of abbreviations • Three to four pages of executive summary outlining key accomplishment against the immediate and intermediate outcomes and bigger picture of the project toward its ultimate outcomes. • Progress made in achieving key outputs (four outputs) • Lessons learned • Constraints, problems, and areas in need of further attention. • The capacity-building impact of the program both with local partners and project beneficiaries. • Prospects for sustainability of program outcomes • Success stories or brief case studies on beneficiaries • Conclusions and recommendations (resulting from this evaluation) to War Child Canada, Global Affairs Canada, and the Government of Afghanistan <p>The consultant will develop and share a presentation summarizing key findings from the evaluation and report.</p> <ul style="list-style-type: none"> • Facilitate results sharing workshop in Kabul – sharing of preliminary findings of the evaluation with Ministry of Women’s Affairs, Ministry of Justice and other key stakeholders • Facilitate result sharing/presentation to Global Affairs Canada in Ottawa <p>Evaluation proposals should not exceed \$40,000 USD.</p> |



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| Experience, skills | <p>Consultants/consultancy teams must demonstrate the following:</p> <ul style="list-style-type: none"> • Previous experience performing high quality mixed-method evaluations and strong understanding of global best practice program evaluation procedures • Consultant/team must have strong research, data analysis, and excellent report writing skills • At least one team member with Master's degree or equivalent • Experience working on projects related to women and girls' rights and protection issues, empowerment programs and GBV response in Afghanistan or in a fragile Muslim context • Strong understanding of the Global Affairs Canada program design, result-based model and evaluation system and standards • Experience working in Afghanistan is desired • Strong English language skills required; Dari and Pashto an asset |
| Travel | <p>Travel to the field locations in Kabul and provinces Nangarhar and Kandahar is required but subject to security clearance and COVID-19 safety considerations.</p> |
| Application process | <p>Interested applicants/firms are invited to submit the following:</p> <ul style="list-style-type: none"> ▪ Technical proposal including methodology, timeline, and demonstration of experience (15 pages maximum) ▪ Financial proposal ▪ Curriculum vitae of consultant or key consultant team members ▪ Confirmation of availability (May/June 2021 timeline for evaluation) ▪ Two reference letters <p>Email: jobs@warchild.ca</p> <p>Please ensure your submission email has the subject heading: <i>Strengthening Afghanistan's Future through Empowerment (SAFE)</i></p> <p>Final candidates will be vetted in accordance with War Child Canada's Child Safeguarding Policy, including appropriate reference and security checks.</p> <p><u>Only those applicants selected for an interview will be notified.</u> For more information about War Child Canada, please visit www.warchild.ca.</p> |
| Deadline | <p>April 30, 2021</p> <p>*Applications will be reviewed on a rolling basis.</p> |