



HELPING WOMEN SURVIVORS OF WAR REBUILD THEIR LIVES

Call for Proposals

Final Evaluation: Engaging women as agents of change against gender-based violence and poverty in Afghanistan, DRC and Nigeria

- Organisation:** Women for Women International (WfWI)
- Donor:** The Netherlands Ministry of Foreign Affairs; Funding Leadership and Opportunities for Women (FLOW)
- Location:** Afghanistan, Democratic Republic of Congo (DRC) and Nigeria
- Evaluation budget:** USD 89,000
- Duration of contract:** September to December 2020 (3 months)
- Deadline for proposals:** 4 September 2020
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Background information

Women for Women International (WfWI)

WfWI works with the most marginalised women in conflict-affected countries to help them move from poverty and isolation to self-sufficiency and empowerment. Through our core combined economic and social empowerment programme, we aim to provide participants with a combination of knowledge, skills, and resources to increase their self-confidence and capacity to create sustainable change in their lives and those of their families and communities. Since 1993, WfWI has served over 510,000 women in Afghanistan, Bosnia and Herzegovina, the Democratic Republic of Congo, Iraq, Kosovo, Nigeria, Rwanda and South Sudan.

The Project

Under the Government of Netherlands FLOW 2016-2020 programme, WfWI was awarded a grant to engage women as agents of change against poverty and violence in Afghanistan, DRC and Nigeria. Our project vision is for marginalised women to live free of violence and determine the course of their lives through a multi-dimensional process of change that combines advances in their social and economic capabilities with support from the environment in which they live, to address the root causes of disempowerment as individuals and within households, communities and society at large. Our vision is supported by the achievement of two long term objectives: (1) Improved agency, self-reliance and well-being of marginalised women; and (2) Improved enabling environment for marginalised women's economic participation and the prevention of violence against women (VAW). The problem's complex, many-tiered causes and drivers are being addressed through a holistic approach that combines 8 integrated strategic interventions:

1. Comprehensive women's empowerment training in a safe space
2. Women-led Informal Saving and Lending Opportunities
3. Mentoring for micro-enterprises, self-help groups and cooperatives
4. Engaging Men on VAW, women's rights and decision making
5. Building women's leadership by supporting marginalised women to become "Change Agents"
6. A community approach to VAW in DRC and Afghanistan
7. Developing advocacy partnerships to support community-level change and amplify Change Agents' advocacy in communities
8. Amplifying marginalised women's voices with national and international influencers in-country through networking and sharing evidence

Under this project, WfWI also conducted a randomized controlled trial (RCT) of the above strategic interventions 1

and 2, in partnership with U.S.-based academics. The RCT concluded in 2019, and results are scheduled for public release in August 2020.

Project Timeframe: 1 January 2016 – 31 December 2020

Location of Project: Afghanistan (Kapisa & Nangarhar Provinces); DRC (South Kivu Province); Nigeria (Plateau State)

Overview of the Evaluation

The final evaluation will be used to enhance WfWI's understanding of implementation successes and challenges, as well as provide lessons and guidance for the broader sector, particularly actors working in conflict-affected settings.

The evaluation has four explicit objectives:

- To evaluate the entire FLOW project cycle in terms of effectiveness, relevance, efficiency, sustainability and impact, and particularly in the wake of the mid-term evaluation (completed in 2018);
- Provide findings, conclusions and recommendations in order to draw lessons for WfWI's future design and implementation of advocacy and advanced economic empowerment projects;
- To evaluate the effectiveness of the project's internal learning mechanisms - collaboration and learning across FLOW to recipients – and how these mechanisms affected overall implementation and achievement of objectives; and,
- To generate lessons and guidance to share with the broader sector, particularly about working relationships with donors and operating in conflict-affected environments.

Evaluation Questions

The evaluator(s) should adapt and respond to the questions below. These represent overarching questions for the evaluation, however these should be elaborated upon for each of the three project countries, to explore issues they identify in more detail. WfWI will work with the evaluator(s) to agree the evaluation methods and approach.

1. To what extent was the intervention successful in terms of OECD-DAC evaluation criteria¹ (relevance, coherence, effectiveness, efficiency, impact, and sustainability)?
 - a. **Relevance:** Did the intervention do the right things?
 - b. **Coherence:** How well did the intervention fit?
 - c. **Effectiveness:** Did the intervention achieve its objectives?
 - d. **Efficiency:** How well were resources used?
 - e. **Impact:** What difference did the intervention make?
 - f. **Sustainability:** Is project impacts long-term?
 - g. In what way(s) has implementation been affected since the completion of the 2018 mid-term evaluation?
2. How effective were the intervention's internal learning mechanisms at different levels (project level meetings, country level annual conferences, cross-country level meetings, FLOW sub-grantee level learning) – and how did collaboration and learning across FLOW contribute to the achievement of FLOW objectives?
3. What considerations should WfWI make in the future design and implementation of advanced economic empowerment and advocacy interventions at different levels?
4. What lessons can be generated to share with the wider community from this project, particularly, about donor relationships/collaboration and working in conflict-affected environments?

Evaluation Methods

Evaluation methods should be rigorous yet proportionate and appropriate to the context of the project. A participatory, mixed-methods approach is recommended. Given the current COVID-19 pandemic, evaluator(s) should consider methods that optimize remote or socially distant data collection. For example, evaluator(s) may suggest approaches that draw on locally-hired, remotely-managed support personnel in each country. The evaluator(s) will operate at their own risk, and are encouraged to propose an evaluation design that minimizes harm to themselves and others, particularly interview respondents.

The evaluator(s) should make use of data already available from WfWI (such as monitoring data and project reports) and complement this with data collection methods that will allow for triangulation and a deeper understanding of the questions. In consideration of the overall intervention, the evaluator(s) should consider, in particular, the results of the RCT conducted as part of this project. All project data, reports, and research results will be made available to the evaluator(s) upon evaluation kick-off.

Budget

The maximum total budget available for the evaluation is USD 89,000. This should include all evaluator(s) time, travel and subsistence costs, any costs associated with field-level data collection (e.g., data collectors, translators, etc.), communications, taxes and fees, feedback to WfWI, and any other costs associated with delivering the evaluation report. We expect a summary budget highlighting main cost categories to be presented as part of the application, and applications will be assessed on whether the proposed costs are adequately justified.

Management Arrangements

The selected evaluator(s) will work closely with WfWI's country office teams in Afghanistan, DRC and Nigeria; WfWI-HQ's Monitoring, Evaluation, Research and Learning team based in Washington DC; and WfWI-UK (based in London), who are commissioning the evaluation – to design the evaluation, ensure the delivery to schedule, and produce the final report. WfWI's country office teams can support the evaluator(s) to identify and access key stakeholders on the ground. The evaluator(s) will be assumed to be responsible for organising their own travel and accommodation as needed for field visits, in coordination with WfWI as able and appropriate.

Timeline and Deliverables

The table below outlines the key activities and deliverables and their corresponding deadlines.

Activity or Deliverable	Date
Deadline for proposals	4 September 2020
Candidate interviews conducted	W/c 7 September 2020
Evaluator(s) appointed	By 11 September 2020
Desk-based document review	September 2020
Field work	Oct – Nov 2020
Draft report submitted to WfWI	14 Dec 2020
Feedback and learning session with WfWI staff	December 2020
Deadline for final report to be submitted to WfWI	28 December 2020

**Dates to be discussed in more detail with WfWI*

Report

WfWI expects the final evaluation report to consist of the following sections:

1. Executive Summary
2. Introduction
 - Purpose and context for the evaluation
 - Logic and assumptions of the evaluation
3. Evaluation Methodology
 - Evaluation plan
 - Strengths and weaknesses of selected design and research methods
 - Summary of problems and issues encountered
4. Findings
 - Overall results in response to each of the Evaluation Questions
 - Assessment of accuracy of reported results
5. Conclusions
6. Recommendations
7. Annexes (such as)

Evaluation research schedule
Evaluation framework
Data collection tools
List of people consulted
List of supporting documentary information

Profile of the Independent Evaluation provider

The Independent Evaluator should be a suitably-qualified and experienced consultant or consulting firm. Interested firms or individuals may be based anywhere, provided they demonstrate the capacity to collect information from all project countries (Afghanistan, DRC, Nigeria). The consultant profile should include:

- An evaluation specialist with a minimum of seven years' experience in programme/project evaluation in an international development context;
- Experience of participatory monitoring and evaluation;
- Ability to design and plan the evaluation approaches and research methodologies, including quantitative and qualitative research methods;
- Relevant subject matter knowledge and experience in women's rights, VAW, and economic empowerment, to ensure the evaluation design and research methods are as relevant and meaningful;
- Ability to manage a complex evaluation and research process, across multiple countries;
- Ability to design, manage and implement primary research in challenging, unstable, environments, and previous experience in at least one of the target countries (Afghanistan, DRC and/or Nigeria).
- Ability to understand sampling, data cleaning, and statistical analysis conducted using SPSS and STATA, and demonstrate experience using these tools in their past work;
- Demonstrated capacity to use remote data collection methods;
- Fluency in English and French;
- Excellent written skills; and
- Ability to work to strict/tight deadlines.

While evaluation consultants may be nominated by WfWI, they must not have a conflict of interest with the on-going activities of WfWI.

To Apply

Please submit:

- A proposal with:
 - Evaluation methodology and justifications;
 - Proposed data collection methods;
 - Proposed approach to field work;
 - Team Roles and responsibilities;
 - Timeline for work being undertaken;
 - Issues you would like to flag; and
 - Budget (in GBP, EUR or USD).
- CVs of the lead evaluator and any other key members of your team.
- A list of relevant evaluations that the evaluator(s) have previously conducted and submission of at least one report from a similar previous evaluation, with an explanation of your role in the evaluation design, implementation, and write-up.

Please submit your proposal by **4 September 2020** to Allyssa Aclan (aaclan@womenforwomen.org) and Sabreen Alikhan (salikh@womenforwomen.org).

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ⁱ Additional guiding questions for each criterion include:

Relevance: Did the intervention do the right things?

1. Were the project interventions relevant to the needs of the key stakeholder groups?
2. Did the ToC respond well to the gender dynamics that are at play among stakeholders in the causal pathway?
3. Were the project objectives and implementation strategies consistent with global, regional, national issues and needs?

Coherence: How well did the intervention fit?

1. To what extent have that interventions linked with local institutions and power structures
2. To what extent have the project managers engaged in available coordination mechanisms

Effectiveness: Did the intervention achieve its objectives?

1. Which key stakeholders were key for creating change at the different steps of the causal pathway? Are there any other stakeholder groups that could have been included to strengthen the causal pathway?
2. Which project outputs (or combination of project outputs) are most essential for achieving its project's direct outcomes? What are the minimum inputs required for each project outputs (or combination of project outputs) to successfully contribute to achieving project outcomes?
3. Have the changes to the M&E framework made it more relevant to tracking the progress of the project in delivering the direct outcomes? How has it been used over the project lifetime to adapt and improve project implementation.
4. Is there a space and a need to assess to whatever extent possible the impact of COVID-19 on this last year of programming, given that adaptations from mid-term evaluation were trying to be implemented?

Efficiency: How well were resources used?

1. Which project management and programmatic roles were crucial in delivering project outputs and pushing change along the different causal pathways? Where were the gaps?
2. To what extent has the programme leveraged local partnerships?
3. How has there been a duplication of programming in the in the intervention locations/
4. To what extent does the project provided value for money?

Impact: What difference did the intervention make?

1. How effective was the project in achieving its direct outcomes, and were all necessary drivers and critical assumptions considered?
2. To what extent have the long-term outcomes been met?

Sustainability: Is project impact long-term?

1. Are changes at the outcome level sustainable? Has WfWI incorporated enough interventions from output to impact level to sustain changes? Where are the gaps?
2. To what extent has the project built the long-term capacity of local partners?
3. How has COVID-19 potentially impacted the sustainability of results?