

Term of Reference

Final Evaluation for the Regional Population Movement-Afghanistan Preparedness and Response

- **Purpose:** The aim of this final evaluation is to evaluate the progress made towards operational and strategic objectives of the operation in the three countries neighbouring Afghanistan – Iran, Pakistan and Tajikistan - and to formulate recommendations to inform future programming in those countries and for similar operations
- **Audience:** The Evaluation will be used by the IFRC and its member National Societies, other Movement partners, three IFRC Regional Offices (Europe, Asia Pacific, MENA) and Headquarters in Geneva. The report will be made available to RCRC stakeholders and external partners involved in the response via the IFRC Evaluation Databank.
- **Commissioners:** The final evaluation has been commissioned by the USG NSDOC and three (3) Regional Directors (AP, MENA, Europe)
The Evaluation team: It has been proposed that the composition should be made up of 1 Team Leader (external) and 3-4 Team members from the IFRC and National Societies to ensure timely implementation of the evaluation, while ensuring the coverage of all three countries. The Evaluation team will be supported by one focal point in each country.
- **Evaluation Management team:** The Evaluation team leader will report to a six-person Evaluation Management Team made up of DCC and PMER members from both Headquarters in Geneva and the 3 IFRC Regional Offices (Asia Pacific, Europe and MENA) representative.
- **Duration:** up to 45 working days
- **Timeframe:** Late September – December 2022
Location: IFRC Regional Offices for Europe, Asia Pacific, MENA, and IFRC HQ in Geneva as well as the three affected countries Iran, Pakistan and Tajikistan. If possible data collection will take place in all of these three locations but a hybrid approach will be considered for certain locations in view of the geographical span of this evaluation, time sensitivities and COVID 19 depending on when the data collection rolls out. Remote methods may be applied depending upon the evolving contexts.

1. BACKGROUND

The evolving situation in Afghanistan, its alarming humanitarian emergency and a worsening economic crisis, as well as the change of leadership in August 2021, led to the launch of a regional [Population Movement Emergency Appeal](#) to support the preparedness efforts of National Societies in the countries and regions neighbouring Afghanistan and to provide humanitarian assistance and protection to refugees and other people on the move from Afghanistan.

Afghanistan had faced four decades of conflict, involving both internal and external parties, resulting in generations of people living through insecurities. Numerous districts and multiple provinces have been inaccessible for extended periods due to the insecurity rendering development and humanitarian assistance in these areas extremely limited. In addition to the dangers of conflicts, populations in these areas faced decades of other related challenges such as displacement and reduced or – in certain areas – no access to essential services such as health, clean water and education.

In 2021, the conflict intensified, especially between June and August during which province after province came under the Islamic Emirate of Afghanistan (IEA) with a nationwide take-over in August 2021. While security has largely been maintained since the transition, situations of violence are still being reported in some parts of the country. The situation remains fluid and it will take years for Afghanistan to recover from decades of conflict. The potential of new conflict situations cannot be discarded.

Even before the events in August 2021, Afghanistan was one the largest countries of origin for refugees in the world. There were at least 6 million Afghans living outside of the country with varying legal status including 2.2 million who were formally recognized refugees and others who lived with various status, including those who are undocumented. The vast majority of those outside of the country were in Iran and Pakistan, with others living in Europe, Asia Pacific and the Middle East. An important objective of the Emergency Appeal was to support initiatives that maintained humanitarian assistance and protection for people who were newly displaced, those displaced before August 2021 and to vulnerable people in host communities.

National Societies in the countries neighbouring Afghanistan initiated preparedness and readiness actions, and where relevant response activities as of mid-August 2021. Based on the mandate and role of the respective National Society in each country, contingency plans have been developed and coordination mechanisms with national authorities have been established.

The [Emergency Appeal](#) was revised in June 2022 and published together with a revised [Operational Strategy](#). In addition, through this revision the timeframe of this emergency appeal was extended until December 31, 2022. After the end of the Emergency Appeal, response and preparedness activities will continue under the 2023 IFRC country plans for Iran, Pakistan and Tajikistan. IFRC 2023 country plans will show a holistic view of ongoing emergency responses and longer-term programming tailored to the needs in each of the countries, as well as a Federation-wide view of the country action. This process aims to streamline activities under one plan while still ensuring that the needs of those affected by the crisis are met.

2. PURPOSE AND SCOPE OF THE EVALUATION

The purpose of this final evaluation is to evaluate the progress made towards operational objectives of the operation in the three countries neighbouring Afghanistan – Iran, Pakistan and Tajikistan - and to formulate recommendations to inform future programming in those countries and for similar operations.

The Evaluation is specifically designed to:

- Assess and provide lessons that will help inform the response capacity and readiness of National Societies and host communities, particularly in countries receiving large numbers of refugees and other people on the move seeking protection.
- Inform IFRC strategic decisions and planning to support a sustainable and effective response to the needs of refugees and other people on the move from Afghanistan to the regions neighbouring Afghanistan, specifically Tajikistan, Iran and Pakistan.

The International Federation of Red Cross and Red Crescent Societies (IFRC) seeks to evaluate the **relevance and appropriateness, effectiveness, and coverage** of the Afghanistan Regional Population Movement Operation from September 2021 to December 2022.

Specifically, the overall aim is to evaluate:

1. **Relevance and appropriateness:** Support (including assistance and protection) based on needs and context is given to the most vulnerable people on the move from Afghanistan in neighbouring countries, including Iran, Pakistan and Tajikistan.
2. **Effectiveness:** National Societies in neighbouring countries, including Iran, Pakistan and Tajikistan are prepared and have the capacity, resources and structures to support the specific needs of people on the move from Afghanistan.

Objective 1:

- Assess the achievements, relevance, appropriateness and impact, of **key programmatic areas** defined in the emergency plan of action/Operational Strategy, with particular emphasis on:
 - o Migration and Displacement
 - o National Society Preparedness and Response Capacity Strengthening (Preparedness and/or readiness measures taken, main achievements, NS Preparedness gaps and weaknesses that require follow up or mid-long-term actions). Including preparedness for other (non-population movement) disasters & crisis.
 - o Targeting (reaching target populations across different groups, considering migratory status, ethnicity, age, gender, disability, host community etc.)

Objective 2:

- Assess the relevance and efficiency of the **support provided by the IFRC** throughout the operation, focusing on the timeliness and modality of financial, human resources and technical support; also looking at the overall multi-regional coordination.
- Assess how efficiently the preparedness and response capacity strengthening activities were conducted under the EA including a focus on technical support provided by IFRC in the area of **migration and displacement**.
- **Assess the structure, systems and processes** across different levels of the National Societies, related to their programming capacity and approach (in relief, migration and displacement)
- Assess how the emergency response has influenced and clarified the auxiliary role of the National Society, including specifically in the field of migration and displacement, as well as the **external cooperation** of the National Society including engagement in different coordination mechanisms and interactions with other organizations within the national context.

3. RECOMMENDED EVALUATION QUESTIONS

Questions relevant for NS responding to humanitarian needs in the context of population movement

- To what extent and how have these NS been able to mobilize, adapt and sustain a response to address the needs of most vulnerable people from Afghanistan, including protection and social inclusion? What are the challenges or lessons learnt related to the technical difficulties to deliver services to the affected population? What key factors have supported or hindered their response, why, and what are specific recommendations for NS and those supporting them to best address the needs of people from Afghanistan?
- To what extent and how have these NS been able to navigate the political and contextual challenges related to large-scale cross-border movements of people from Afghanistan? What key factors have supported or hindered NS efforts in this area, why, and what are specific recommendations for NS?

- To what extent and how has the auxiliary role these NS have with the national government affected their ability to uphold the humanitarian imperative in their response to the needs of migrants, displaced people and host communities? What are specific recommendations to improve this area?
- To what extent and how have these NS been able to effectively collaborate and work together to provide coordinated and coherent services to migrants and displaced people in need across multiple borders? What key factors have supported or hindered NS cross-border collaboration, why, and what are specific recommendations to improve this area?
- What mechanisms are in place to monitor and analyze hazards and risks, in particular for Population Movement related crisis e.g. what, how often, who, etc.? To what extent is the NS ready to respond to critical humanitarian needs in particular geographical areas? What are the main challenges and areas of improvements?
- To what extent was the cross regional Emergency Appeal modality/approach flexible to accommodate and adapt to the changing context and scenarios the initial EA was designed for
- To what extent was the analysis of situation and growing protracted nature of the crisis taken into consideration in the planning process and revision of the operational strategy, linking with increased/sustained funding needs beyond the EA timeframe.

Questions relevant to RCRC actors supporting the NS response in countries hosting people from Afghanistan

- To what extent has the IFRC tailored and delivered support to NS in affected countries for their effective response to the needs of people from Afghanistan? What key factors have supported and hindered its support to NS, why, and what are specific recommendations to improve this area?
- To what extent has the IFRC been able to support NS in countries hosting people from Afghanistan through its coordinating role with partner NS and the ICRC? What key factors have supported and hindered the IFRC ability to do this, why, and what are specific recommendations to improve this area?
- To what extent has the IFRC been able to leverage humanitarian diplomacy to support NS response to the population movement from Afghanistan? What key factors have supported and hindered the IFRC ability to do this, why, and what are specific recommendations to improve this area?
- What are the internal and external factors that have and are affecting the speed of the response and to what extent? (include local, national, regional and global factors)? What are the specific recommendations to address those and improve in this area?
- To what extent has this Emergency Appeal supported preparedness and readiness for future new or increase movement of people from Afghanistan? What can be done to be better prepared to respond at National Society level and in terms of support provided by IFRC?

- What mechanisms are in place to share information on preparedness and response capacity within the NS and with neighboring NSs? How effective is the coordination with authorities in particular for population Movement related crisis? Has IFRC supported or facilitated this? Has this multi regional EA supported or facilitated information and experience sharing among regions and NSs involved?
- How IFRC support services have contributed to create or strengthen NSs capacities in key areas during the implementation of this EA? Have any support services preparedness measures been prioritized?

4. EVALUATION METHODOLOGY

The team will carry out the final evaluation through a series of approaches, including:

1. Secondary data analysis (Emergency Appeal, Operation Strategy, Operation Updates, Situation Reports, in-country documents, mission reports, debriefs, etc).
2. Key informant interviews with key RCRC and external stakeholders in-country and for those who have been engaged in the operation; and at the Countries, Regional and Geneva levels, including interviews with key staff involved in the earlier stages of the response.
3. Focus group discussions with RCRC and external actors, including National Society staff and volunteers, Partner National Societies in-country, etc.
4. Efforts will be made to ensure meaningful engagement with a sample of displaced people from Afghanistan and host communities if feasible, in all three countries through FGDs.

The Evaluation team will present its preliminary findings to all the in-country teams in, as well as the Regional Offices and Headquarters in Geneva through an online participatory meeting and/or virtual workshop. An Evaluation Management Team (EMT) will also be set up to manage and support the Final Evaluation. The EMT will support the final evaluation process, as required. It will be responsible for supporting and overseeing the evaluation process up to the finalization of the final evaluation report.

5. EVALUATION DELIVERABLES

Inception Report –The inception report will iterate the parameters and the workplan to operationalize and direct each aspect of the evaluation and data collection plan, including the tools and methods to be employed. It is expected that this inception report will not be longer than 4,000 words.

The Inception Report will elaborate on these terms of reference by:

- Agreeing on specific evaluation questions
Describing how the evaluation and data collection will be carried out.
- Refining and specifying the expectations.
- Detailing the methodology.
- Drafting data collection tools (interview guides, guidance for the FGDs, etc)
- Clarifying roles and responsibilities of the team; and
- Outlining the timeframe and activities for the evaluation.

The inception report should outline the structure of the report to be submitted by the team leader; and include the team leader’s expectations as to what extent the purpose of the evaluation can be achieved.

Debriefings / feedback to management at all levels

The team will present its preliminary findings to relevant stakeholders, as well as in-country/CCD teams, the three Regional Offices and Geneva Headquarters in a participatory meeting or virtual workshop. This will allow all three levels to take on board any pertinent comments and/or to make any corrections or additions to the findings, as required before the finalization of the report.

Draft report

A draft report, identifying key findings, lessons learned and recommendations for the current and future operation, will be submitted after the data collection/analysis period.

Final report

The final report will contain a short executive summary (no more than 5 pages) and a main body of the report (expected to be no more than 20 pages) covering the background of the intervention evaluated, a description of the evaluation methods and limitations, findings, conclusions, lessons learned, and recommendations. Recommendations should be specific, feasible and evidence based. It will contain appropriate appendices, including a copy of the ToR, cited resources or bibliography, a list of those interviewed, and any other relevant materials.

The final report will be made available on [IFRC's Evaluation Databank](#).

6. EVALUATION TIMEFRAME

Indicative timetable for the RTE process		
Desk Review	Late September 2022	7 days
Data collection	October 2022	16 days
Findings Workshops	End October 2022	3 days
Data consolidation and analysis	End October – Early November 2022	8 days
Presentation of findings, validation	Early November 2022	1 day
Draft report	Early November 2022	5 days
Final report	Early December	5 days
Total Working days for consultants	45 days	

7. ETHICAL STANDARDS

The evaluators should take all reasonable steps to ensure that the final evaluation is designed and conducted to respect and protect the rights and welfare of the people and communities involved. The review should be technically accurate and reliable, conducted in a transparent and impartial manner, and contribute to organizational learning and accountability. Therefore, the evaluation team should adhere to the evaluation standards and applicable practices outlined in the IFRC Evaluation Policy.

The IFRC Evaluation Standards are:

- Utility: Evaluations must be useful and used.
- Feasibility: Evaluations must be realistic, diplomatic, and managed in a sensible, cost-effective manner.

- **Ethics & Legality:** Evaluations must be conducted in an ethical and legal manner, with particular regard for the welfare of those involved in and affected by the evaluation.
- **Impartiality & Independence;** Evaluations should be impartial, providing a comprehensive and unbiased assessment that takes into account the views of all stakeholders.
- **Transparency:** Evaluation activities should reflect an attitude of openness and transparency.
- **Accuracy:** Evaluations should be technically accurate, providing sufficient information about the data collection, analysis, and interpretation methods so that its worth or merit can be determined.
- **Participation:** Stakeholders should be consulted and meaningfully involved in the evaluation process when feasible and appropriate.
- **Collaboration:** Collaboration between key operating partners in the evaluation process improves the legitimacy and utility of the evaluation.

It is also expected that the review will respect the seven Fundamental Principles of the Red Cross and Red Crescent: 1) humanity, 2) impartiality, 3) neutrality, 4) independence, 5) voluntary service, 6) unity, and 7) universality. Further information can be obtained about these Principles at: www.ifrc.org/what/values/principles/index.asp

8. EVALUATION TEAM COMPETENCIES AND QUALIFICATIONS

The EMT will select the members of the evaluation team, which will comprise of 1 Team Leader and three to four team members. Efforts will be made to ensure gender diversity amongst the team, as well as to respect other diversity/skills criteria.

The **team leader** will have the following skills and experience:

- ✓ Proven extensive experience in being the lead in conducting emergency response evaluation (7 to 10 years).
- ✓ Master's degree in international development, social sciences, humanitarian assistance or other related fields.
- ✓ Good knowledge of strategic and operational management of humanitarian operations and an ability to provide strategic recommendations to key stakeholders;
- ✓ Excellent writing and communication skills in English (reference and production of sample work required).
- ✓ Familiarity with the Red Cross Red Crescent Movement and its disaster management system.
- ✓ Knowledge of response and protection mechanisms in migration preferred
- ✓ Knowledge of cross-cutting issues, including protection, gender and inclusion (PGI) and community engagement and accountability (CEA) would be of interest
- ✓ Strong analytical skills and ability to clearly synthesize and present findings, draw practical conclusions and to prepare well-written reports in a timely manner;
- ✓ Good team player and familiarity with working with people from different cultures/contexts.
- ✓ Experience in managing teams remotely and comfortable working with online platforms.
- ✓ Should not have been involved or have a vested interest in the IFRC operation being reviewed.
- ✓ Considering the fact, that evaluation team members are required to travel within the region, and in view of challenges experienced due to visa restrictions, preference will be made accordingly.

The consultant will provide an independent, objective, and critical perspective, and will be the primary author of the evaluation report. S/he should not have been involved or have a vested interest in the IFRC operation being reviewed, and will be hired through a transparent recruitment process, based on professional experience, competence, ethics and integrity for this evaluation.

The consultant should take all reasonable steps to ensure that the piece of work is designed and conducted to respect and protect the rights and welfare of the people involved and to ensure that the evaluation is technically accurate and reliable, is conducted in a transparent and impartial manner, and contributes to better programming, organizational learning and accountability.

The **team members** will have the following skills and experience:

- ✓ Five years of experience or more working in international relief operations and monitoring and evaluation.
- ✓ Master's degree in international relations, social sciences, humanitarian assistance and/or related fields such as in migration studies, organizational development, protection and gender studies or equivalent experience is preferred.
- ✓ Familiarity with the Red Cross Red Crescent Movement and its disaster management system.
- ✓ Experience in carrying out interviews and facilitating focus group discussions.
- ✓ Sound experience in data consolidation, analysis and presentation. Ability to clearly synthesize and present findings.
- ✓ Fluent in English. Communication skills in Persian, Tadjik and Urdu advantageous.
- ✓ Should not have a vested interest in the IFRC operation being reviewed.
- ✓ Considering the fact, that evaluation team members are required to travel within the region, and in view of challenges experienced due to visa restrictions, preference will be made accordingly.

9. APPLICATION PROCEDURES FOR TEAM LEADER

Interested candidates and/or teams should submit their application material **by Sunday, 25 September 2022 midnight CEST** to pmer.support@ifrc.org with **Team Leader for the Final Evaluation for the Regional Population Movement-Afghanistan Preparedness and Response** written in the Subject Line.

Application materials should include:

1. Curriculum Vitae (CV)
2. Cover letter clearly summarizing experience as it pertains to this assignment, Daily rate, and contact details for three professional referees.

Applicants are required to provide 1 example of a previous evaluation report they have authored.

Application materials are non-returnable, and we thank you in advance for understanding that only short-listed candidates will be contacted.