SECTION 5. TERMS OF REFERENCE

I. OVERVIEW

<table>
<thead>
<tr>
<th>Title</th>
<th>Spotlight Initiative in Afghanistan Study on prevention and protection mechanisms relating to sexual and gender-based violence and harmful practices</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location</td>
<td>Afghanistan (for details please see below the study components)</td>
</tr>
<tr>
<td>Project</td>
<td>Spotlight Initiative in Afghanistan (SI-A)</td>
</tr>
<tr>
<td>Engagement Modality</td>
<td>Contract for Professional Services</td>
</tr>
<tr>
<td>Period of assignment/services</td>
<td>3 months starting with effect from the date of signing of the contract.</td>
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</table>

II. RESPONSIBILITIES

**Spotlight Initiative in Afghanistan Study**

on prevention and protection mechanisms relating to sexual and gender based violence and harmful practices

In September 2017, the EU and the UN launched an ambitious joint partnership to eliminate all forms of Violence Against Women and Girls (VAWG) worldwide. The Spotlight Initiative (SI) aims at mobilizing the commitment of political leaders and contributing to achieving Sustainable Development Goals (SDGs). The Initiative aims at ending all forms of violence against women and girls, targeting those that are most prevalent and contribute to gender inequality across the world. The Spotlight Initiative will deploy targeted, large-scale investments in Asia, Africa, Latin America, the Pacific and the Caribbean, aimed at achieving significant improvements in the lives of women and girls. Afghanistan is one of the countries in Asia to benefit from this transformative initiative.

The Afghanistan SI initiative aims at targeting the most at-risk groups, to accelerate efforts towards the elimination of Sexual Gender-Based Violence (SGBV) and Harmful Practices (HP). The initiative is tailored to promote Agenda 2030’s guiding principle of “leaving no one behind”. Across the six Pillars, the SI in Afghanistan will bring women and girls, including those with intersecting forms of discrimination and marginalization, to the center of the interventions, recognizing that the empowerment of women and girls, and their unique experiences and solutions they bring based on their intersectional identities, is the key to design and implement a programme that responds to the needs and priorities of women and girls of Afghanistan in all their diversity.

The SI-A will work across the socio-ecological model, using a multi-sectoral and intersectional approach, to prevent and respond to Sexual Gender-Based Violence and Harmful Practices (SGBV/HP) and impact lasting change at the national, sub-national, community and individual levels. The initiative will be informed by a comprehensive prevention strategy to address structural issues through this socio ecological model.

UNFPA, in partnership with and on behalf of partner agencies, UNDP and UN Women is launching this Request for Proposals in order to gather baseline information for the SI programme, and to understand the current mechanisms for prevention and protection from SGBV and harmful practices in the community.

**Spotlight Afghanistan**

The SPI Afghanistan Country Program will use a multi-sectoral, multi-layered, interconnected community-centered approach to the implementation of the interventions on the following six Outcome Areas based on the socio-ecological model for addressing SGBV/HP:

- **Pillar One: Legislatives and Police Frameworks**
National actions will be connected with efforts at provincial and district level outside the capital (where the vast majority of the population lives) to strengthen the flow of information, expansion and reach of programming and operations as well as the engagement of communities. The functionality and impact of existing coordination mechanisms and institutions working on SGBV/HP will also inform and be informed by provincial and district level programming. In doing so, key coordination and decision-making structures at national level will be informed by the voices and experiences of traditionally marginalized communities. The approach will be guided by the socio-ecological theory that underpins the connections between family and society. The ecological model is seen as the best framework within which to address SGBV/HP in Afghanistan. The approach will also be guided by the core principle of the 2030 Agenda for Sustainable Development – Leaving No One Behind (LNOB) and underpinned by an intersectional approach that will ensure interventions address key social factors such as socio-economic status, age, cultural barriers, health, educational and disabilities status are addressed.

In Afghanistan, for the purpose of the Spotlight programme, and in line with the Leaving No One Behind principle, women and girls facing multiple and intersecting forms of discrimination are defined as follows: survivors of violence; illiterate women; women’s human rights defenders, activists, lawyers; adolescent girls and girls under 15; women and girl living in rural areas; married girls under 18 years of age; women and girls with disabilities; girls with low level of education and not attending school; widows and divorced women.

The SI in Afghanistan will be national in scope and targeted intervention will focus on 12 districts: four each within the three following provinces: Herat, Kandahar, and Paktia.

The Spotlight Initiative in Afghanistan (SI-A) seeks to undertake a comprehensive study to provide an independent and in-depth assessment on the status of Sexual and Gender Based Violence/Harmful Practice (SGBV/HP) and/or gender inequality and discrimination in Afghanistan. This study includes five components with distinct objectives. Based on the findings from this study, forward looking and actionable recommendations will be provided that will inform the SI-A, participation UN Agencies (UN Women, UNFPA, UNDP, UNICEF) and other stakeholders strategic priorities in the future for promoting effective SGBV/HPs strategic initiatives in Afghanistan.

**Survey components:** This study includes five components, each with distinct objectives and scope. The selected firm is expected to refine the objectives, questions and scope of each component during the inception phase.

**First component: National Inquiry SGBV/HP**

Conduct a national inquiry on Sexual Gender Based Violation/Harmful Practice (SGBV/HP) and/or gender inequality and discrimination in order to (1) support and build national dialogue on the need for reviewing and strengthening national laws and policies aimed at reducing SGBV and HPs in Afghanistan, as well as 2) ensure their effective implementation, and 3) foster prevention through improvements in the social order, including behavioral changes reflecting enhanced respect for the human rights of women and girls.

Specific focus should be made on the impact of the post-15 August non-functioning legal system and analysis on the current state of women’s and girls’ access to justice and how the new context impacts the implementation of the relevant laws and policies.
The national inquiry will allow the examination of the systemic patterns of violations regarding SGBV/HP and/or gender inequality and discriminatory practices in Afghanistan. The national inquiry will involve gathering information and narratives from witnesses (if possible) and experts, and from media reports in order to ascertain why SGBV/HP and/or gender inequality and discriminatory practices are being tolerated and practiced across the entire country. The collection of narratives will be included, and new qualitative data should be analyzed using sense making tools and other pattern recognition tools etc.

While the list of provinces for national inquiry will be determined during the inception period, it is expected to be conducted based on a nationally representative sample. Kabul, Heart, Kandahar, Bamyan, Balkh, Kunduz, Nangarhar and Paktia could be covered under this component.

**Some areas covered by the National Inquiry and that will further be refined during the inception phase are:**

- Examine the reasons why SGBV/HP and/or gender inequality and discrimination practices in Afghanistan continue to be tolerated and practiced – understand the ways in which these practices harm society and document different aspects of human rights violations all captured through an evidence-based and participatory approach involving the public across the country.

- Identify the laws and policies on VAWG/HP that guarantee the ability of women’s rights groups, autonomous social movements, CSOs and women human rights defenders/feminist activists to advance the human rights agenda.

- Examine the status of implementation of national legislation and policies and the role of the largely non-functional justice legal system in reducing the prevalence of SGBV and HP in Afghanistan. In the process, evidence-based prevention strategies will be developed and the enforcement of laws, legislations and policies both as punitive and prevention measures across Afghanistan will be improved.

- Analyse systemic patterns of violation regarding SGBV/HP and/or gender inequality and discriminatory practices regarding women, girls and marginalized groups and continuation of harmful practice such as Baad, Badal, forced marriage, child marriage across the country.

**Second Component: Stakeholder Mapping**

Conduct stakeholder mapping and beneficiary analysis which includes a focus on women and girls who are facing multiple forms of discrimination (illiterate women, girls with a low level of education, and girls not attending school, women’s human rights defenders, at-risk women, activists, and lawyers; adolescent girls and girls under 15; women and girls living in rural areas; married girls under 18 years of age; women and girls with disabilities; widows and divorced women). This component will consider important safety elements.

The stakeholder mapping and beneficiary analysis will involve: (i) the definition of vulnerable groups especially women who are facing multiple forms of discrimination in targeted provinces/communities (including types of vulnerability and geographical locations); (ii) mapping the existing responsible institutions/Institutional arrangements as well as institutional gaps/ requirements and recommendations.

The Stakeholder Mapping will cover the SI-A target provinces and districts: Herat (Herat city, Injil, Karukh and Zendeh Jan); Kandahar (Kandahar City, Daman, Panjwayi and Spin Boldak); Paktia (Gardez, Ahmad Abad, Syed Karam and Wazi Zadran) and Kabul.

**Stakeholder mapping and beneficiary analysis should cover the following areas:**

- Design a framework and methodology for the definition of vulnerable groups especially women who are facing multiple forms of discrimination in targeted provinces/communities (including types of vulnerability and geographical locations).

- Assess the targeted provinces/communities to determine a baseline on women who are facing multiple forms of discrimination in targeted provinces/communities.

- Assess existing responsible institutions/Institutional arrangements as well as institutional gaps/ requirements and recommendations on institutional mechanisms.

- Listing of active civil society organizations, who will lead the process of providing training to the young people,
including girls, on SRHR through peer education.

- Mapping of national and local non-governmental organizations and community based CSOs (by sector and type of organization) representing children, youth, women and girls, disability, women and girls’ with special needs, and other groups facing multiple and intersecting forms of discrimination; (2) determine which ones are integrated with coalitions and networks of women’s and children’s rights groups and civil society working on ending SGBV/HP.
- Mapping of social accountability mechanisms used by civil society to monitor and engage in SGBV/HP efforts.
- Listing of autonomous social movements and civil society organizations, including those representing women, children and youth groups;
- Listing of known key informal decision makers (in target communities) and decision makers in relevant institutions targeted for capacity development to, (a) for gender-equitable norms, attitudes and behaviours and women and girls’ rights.

The mapping will include registered and non-registered national, provincial and local CSOs, grassroots women’s rights and women led groups and networks, informal groups and Community-Based Organisations (CBOs) and women Shura, as well as coalitions and networks of women’s and children’s rights groups and civil society. It will identify organizations those that have specialized knowledge, expertise and track record of working one or more of the following key areas:

- Ending Violence Against Women and Girls
- Ending Harmful Practices and promoting positive cultural practices
- Women’s and children’s rights
- Strengthening women’s civil society and social accountability
- Faith based approaches to prevent violence against women and children
- Women’s economic empowerment and livelihoods initiatives
- Engaging men and boys to prevent and respond to violence/harmful practices
- Marginalized Groups: women and girls facing multiple and intersecting forms of discrimination are defined as follows: survivors of violence; illiterate women; women’s human rights defenders, activists, lawyers; adolescent girls and girls under 15; women and girl living in rural areas; married girls under 18 years of age; women and girls with disabilities; girls with low level of education and not attending school; widows and divorced women

Profile/mapping of civil society actors to include:

- Type of organization
- Focus area of work (geographical scope, target group, activities)
- Organizational Capacity (leadership, size, funding)
- Experience/results (GE/EVAWG programming)
- Technical capacity on GE/EVAWG prevention and response (knowledge & skills)

Third Component: Prevention - Root causes of violence, opportunities to prevent VAWG

This third component, prevention, aims to identify the key entry points for community level prevention work including potential partners, appropriate mode of delivery in the current context, and key stakeholders to be engaged. As well as exploring the harmful social norms and practices that drive violence at community level, and what prevention approaches are feasible and culturally appropriate to deliver within the current humanitarian setting.
Areas of focus to include:

- Identifying the types of violence against women and girls and harmful practices in the community and the associated risk factors.
- Determining the protective factors for women and girls that support the prevention of SGBV/HP at the individual and community levels.
- Identifying the key entry points for influencing gender and social norms to prevent SGBV and HP in the community and examine how men, women, boys and girls in target communities can be safely and effectively reached.
- Exploring potential to work with Women Protection Centres (WPC) and Family Resource Centres (FRC), women’s Shuras, CSOs, NGOs as partners for prevention activities, and gauging their level of interest for prevention work.
- Identifying opportunities for developing targeted VAW prevention programmes, or embedding VAW prevention into existing sectoral programmes (e.g. social protection, humanitarian, health, youth, education, economic transfers etc.).
- Identifying the communication channels accessible to, utilized by, preferred by and trusted by community members (by age, gender, geographical location).
- Determining which CSOs working on GBV may be engaged in a comprehensive approach to prevention.
- Identifying which advocacy platforms are established within communities that promote gender-equitable norms, attitudes and behavior.

Fourth Component: Services - Women’s access to SGBV, perceptions and barriers

The fourth study component, response services, aims to understand the experiences of survivors in accessing essential services (e.g., health, psychosocial, justice, police and social services, including shelters), and identifying the barriers, opportunities, risks, and needs of women and girls to seek support and report violence. It will also explore the experiences and perspectives of service providers related to the provision of services for SGBV/HP survivors and understanding specific constraints and barriers.

Areas of focus to include:

- Identifying which SGBV/HP services are currently available and noting changes to operations pre and post impact (15th August 2021)
- Assessing women’s and girls’ knowledge, awareness and utilization of GBV services and support available in the community as well as the current community response mechanisms.
- Determining the risk and protective factors for women and girls that support access to services and reporting of abuse, including those who face intersecting forms of discrimination and marginalization.
- Identifying the key entry points and opportunities to increase women’s and girls’ knowledge of services, and recommend methods to strengthen help seeking behavior, as well as any barriers and risks to the safety and well-being of women and girls of accessing services (as an unintended consequence).
- Determining if/how the current political situation and COVID-19 related restrictions are affecting access to services for survivors of violence.
- Assessing the barriers and opportunities for service providers’ delivery of quality services for survivors in the current context, service utilization and capacity gaps, as well as suggestions and recommendations for improving service availability and quality.
- Assessing service providers’ knowledge and attitudes related to managing cases of violence and opportunities to influence their attitudes and behaviors towards the provision of survivor centered support.
services for survivors.

- Exploring how inclusive services are in supporting marginalised and vulnerable groups, including those who face intersecting forms of discrimination and marginalization.
- Identifying the availability of SGBV/HP services national guidelines or protocols, and that specifically address the needs of women and girls facing multiple and intersecting forms of discrimination.
- Identifying which multi-stakeholder national and/or sub-national coordinating mechanisms are in operation that oversee how VAWG is addressed by programs and policies at the national level and sub-national levels.

**Fifth Component: Baseline**

The Spotlight Initiative baseline study aims to provide baseline information to bridge the data/information gaps in the programme results framework and to establish the baseline for agreed indicators, as needed.

The data generated from this baseline study will be used to inform and guide programme implementation and provide the basis by which all RUNO’s (Recipient UN Agencies) inputs will be reviewed, monitored and evaluated during the Spotlight Country Programme in Afghanistan.

**Objective and related questions:** To complete the SI Results Framework with appropriate baseline values for the identified indicators with missing data to determine the measurement of the SI’s impact for the stakeholders, (UN agencies, the EU, and other partners, such as civil society and women’s movement)

- What is the current status of the Spotlight results framework indicators?
- What has been the trend of these indicators?
- Given the past trend and present situations, what are the opportunities and risks to improve the status of these indicators and to what extent can this realistically be improved given the resources invested in both present and future capacities?
- What are the opportunities and risks to the UN's ability to measure these indicators and demonstrate the effectiveness of the UN’s support through the Spotlight?
- What type of SGBV/HP data is collected by CSOs, NGOs and service providers *(Indicator 5.1.2)*;
- What are the preferable mechanisms for collection and analysis, including tools and protocols (reflective by province/district, etc.);
- What is the required resource allocation and mobilization for collection of data;
- Identification of gaps and recommendations for improvement in data collection and analysis on eliminating VAWG in line with international standards and with consideration for the local context

**Methodology**

The study will involve both quantitative as well as qualitative research methods including but not limited to document review, structured and semistructured interview, key informant interview, in-depth interviews and focus group discussions as applicable and following ethical standards on SGBV/HP research and data collection. In addition, there should be quantitative methods and surveys used where appropriate, including analysis of sex

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disaggregated data and other contextually relevant markers of equity. Submissions by interested organizations must propose specific methodologies deemed most practical, efficient and accurate, preferably based on past experiences in Afghanistan and will also provide a capacity statement showing their previous experience in carrying out this type of work in the same or a similar context.

To inform the study assessment framework and the design of data collection tools, it is expected the company will carry out a desk review of contextual information of relevance to the target areas, including secondary sources, existing data, and other relevant reports, mapping assessments and publications; SGBV, harmful practices, and barriers to service delivery in Afghanistan; and global and regional best practice on preventing and responding to GBV. Final methods being selected must match with the study objectives and questions stated above and any additional questions the consultancy may deem vital.

It is expected that the proposed methodology per outcome will:

1. Identify methodology, sampling, limitation, data collection methods and tools, and proposed data analysis, data validity and reliability
2. Level of stakeholders’ participation required

The study will be overseen by a Spotlight Advisory Group composed of representatives from the UN Resident Coordinator Office (RCO), UNFPA, UNDP, UN Women and UNICEF. Clear structures and contact information will be provided once a company is selected. The Advisory Group will provide technical oversight and approval on all documents prepared by the selected organization - inception report and tools, draft and final reports, and presentations - to ensure alignment and relevance to the current political and security context, best practice on GBV research, and a ‘Do No Harm’ and conflict sensitivity approaches.

The study should be conducted in a participatory manner with the Spotlight Advisory Group and engaging local women's rights organizations and other CSOs working with vulnerable populations in Afghanistan to ensure it is informed by the experiences of women and girls, including those with intersectional identities. The approach must ensure inclusivity with a range of stakeholders including remote rural women and persons with disabilities. Companies are invited to submit with their proposal suggestions on the review and quality assurance process.

**GBV Ethics and Risks**

Given that this study concerns sensitive and potentially traumatic issues of violence, a ‘Do No Harm’ approach and ethical and safety processes to carrying out research on violence against women and girls must be adhered to, and ethical approval processes must be developed. The study should be conducted in line with international standards for ethical research on women and girls subject to violence (confidentiality, informed consent, voluntary participation, referrals and other ethical considerations). Considering the potential safety risks, it is not necessary to collect information from women and girls about their own personal experiences of violence as part of this study.

Essential to ensuring women’s and girls’ safety is that data protection procedures are established and followed to ensure ethical collection and use of data and confidentiality of interviewed people, particularly of women and girls and of survivors of SGBV/HP. All data should be safely collected and managed. It is crucial that interviewers be trained to collect SGBV/HP data in an ethical and safe manner, and to ensure confidentiality and proper data protections.

Interviews and focus group discussions should be conducted in safe and private settings with interviewers and interviewees of the same sex either in person or remotely based on what is feasible in the current context. The Spotlight research advisory team will work together with the organization selected to ensure that the research teams are connected to relevant VAWG service providers in Afghanistan to ensure rapid, safe and effective referral for any individuals requiring support throughout the research process.

Applicants should include information on the following elements in their proposal:

- Relevant ethics review processes at their/relevant institution. Ethical Approval of the Ministry of Public Health (MOPH) IRB approval must be obtained before the field research can be conducted.
• Processes and standards to ensure safe confidential data collection and storage of sensitive information; and

• Any other proposed processes to ensure ethical and safety standards in conducting GBV research are adhered to.

Stakeholders

Concerned stakeholders are to be consulted at various levels and in all stages of the Spotlight programme implementation process to ensure their ownership and accountability towards programme inputs and desired results. During the study process, the consultancy firm should therefore involve the following stakeholders of the proposed programme through human rights-based, gender-sensitive and socially-inclusive approach, including:

• Relevant personnel of UN entities.

• EU and Development partners.

• Current and prospective CSO partners as reflected in the Spotlight Country programme Document at national level (Kabul) and provincial level (Herat, Kandahar, and Paktia) where applicable.

• GBV service and health provider organisations working on SGBV/HP, including the Women Protection Centres (WPC) and Family Resource Centres (FRC) supported by UN Women and UNFPA.

• Target beneficiaries and communities, including women, adolescent girls, school teachers, women associations etc. Women and girls facing multiple and intersecting forms of discrimination are defined as follows: survivors of violence; illiterate women; women’s human rights defenders, activists, lawyers; adolescent girls and girls under 15; women and girl living in rural areas; married girls under 18 years of age; women and girls with disabilities; girls with low level of education and not attending school; widows and divorced women

• NGOs and INGOs active in GBV programmes in the target areas.

Documentation

Spotlight Advisory Group composed of representatives from the UN Resident Coordinator Office (RCO), UNFPA, UNDP, UN Women and UNICEF will provide relevant documents to the study team.


Expected deliverables, timeframe for the work (and payment schedules):

The time frame for the entire consultancy should not exceed 12 weeks:

• **Deliverable 1**: Inception report and corresponding presentation to the SI Advisory Group along with data collection tools

• **Deliverable 2**: First draft baseline study report and presentation, including analysis of findings

• **Deliverable 3**: Report of the validation workshop (Stakeholder validation workshop to present the report and incorporate feedback)
- **Deliverable 4**: Final draft baseline study report, executive summary and presentation

It should also be noted that the draft result for each deliverable should be shared with Spotlight Advisory Group as soon as they become available.

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<tr>
<th>Deliverables</th>
<th>Items Covered/ Included</th>
<th>Timeframe</th>
<th>Payment Schedule</th>
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| Deliverable 1: Inception report and corresponding presentation to the Spotlight Advisory Group along with data collection tools | - Preliminary desk review of GBV law, policies and key programme documents  
- Initial meeting with SI Advisory group on study design, agreement on the research questions given limitations of time and existing data  
- Review and refine sampling strategy  
- Develop study methodology, work plan, context and framework, data collection tools including ethics, safety consideration and protocol for GBV research  
- Submission to SI Advisory Group  
- Incorporate feedback on research protocol and finalize  
- Obtain IRB approval  
- Translation and pre-testing of surveys and other tools (as needed)  
- Training of research team on interview protocol and techniques, including GBV research ethics, COVID-19 guidelines, and safety and security protocols for Afghanistan | First four weeks (Week 1-4) after signing the contract | The first payment (20%) |
| Deliverable 2: First draft baseline study report and presentation, including analysis of findings | - Conduct and complete in country data collection including consultations and site visits  
- Clean, scrutinize and analyze data  
- Develop first draft report and presentation | Weeks 5-10 | Second payment (40%) |
| Deliverable 3: Report of the validation workshop | - Validation workshop with stakeholders to present key findings and recommendations, and incorporate feedback  
- Preparation of validation workshop report | Week 10 | Third payment (20%) |
| Deliverable 4: Final draft baseline study report, executive summary and presentation | - Incorporate comments received from SI technical committee and validation workshop | Weeks 11-12 | Final payment (20%) |
The due dates for each of the deliverables will be agreed upon following further discussion with the selected consultancy firm. The consultancy firm is expected to submit a detailed work plan and timeline for all deliverables, including providing sufficient time for the Spotlight Advisory group to review and provide feedback on the key deliverables outlined above. All deliverables will be presented in electronic version in English.

The final baseline report should be presented in a plain language style that can be easily understood by those who are not experts in gender and/or violence against women and girls (for example, avoiding or clearly explaining any jargon or technical terms). It should include infographics and graphs as well as anonymized impactful quotes from interviews and document all sources used.

III. GEOGRAPHICAL COVERAGE OF ACTIVITIES

The project activities will be implemented as described above under each survey component. The exact locations will be ascertained after onboarding the Contractor to carry out an assessment.

UNDP will provide guidance to the Contractor on the areas to be targeted by the project interventions. Under UNDP’s guidance the Contractor will conduct assessments to identify target beneficiary groups based on established selection criteria.

IV. ROLES AND RESPONSIBILITIES

Under the overall guidance of the Spotlight Advisory Group, the contracted firm will carry out the study in close coordination with the SI Technical Team. The overall responsibility of the technical committee is to: i) Review and approve the Consultancy TOR; ii) Review and approval of the tools and methodology, including the research protocol and questionnaire prior to data collection; and iii) Review and approval of the final report.

The Spotlight Advisory Group is also responsible for the following:

- Preparation (gathering documents from relevant UN, government and CSO entities);
- Ensuring that the selected consulting firm understands the TOR and ensuring that the consultancy firm understands the UN evaluation norms, standards and ethics, and commits in writing to abide by them;
- In close collaboration with the SI technical team members, setting up appointments and preparing letters of introduction;
- Coordinating and providing timely feedback and input on draft versions of the methodology, tools and report;
- Ensuring payments are made against deliverables;
- Publishing, generating knowledge and dissemination; and
- Following up on the technical feedback for timely submission of incorporation in the final report.

The contractor is responsible for the following:

The selected consultancy firm will have the overall responsibility for organizing and conducting this study. Throughout the study process, it will also be responsible for ensuring the quality of the data collected and the data
analyses, as well as ensuring that all data collection activities are in compliance with ethical and safety standards applicable to researching, documenting and evaluating SGBV and HP programmes\(^2\) and with the Standards for Evaluation in the system of United Nations Evaluation Group\(^3\). The consultancy firm will appoint a Team Leader (International) who will take the overall responsibility for the management process and who will be the focal point for coordinating and communicating with the SI Advisory Group. The consultancy firm will also be responsible for logistics management for their field work and data collection activities.

### IV. INSTITUTIONAL ARRANGEMENTS

The Contractor will be awarded a Contract for Services for the delivery of services applied for and will work under the overall supervision of the Programme Manager of Spotlight Initiative in Afghanistan. The Contractor must be financially stable and competent in reporting financially.

All the costs for the organization of the events (trainings, refreshments, transportation, security, logistics etc.) shall be borne by the Contractor.

The Contractor will be responsible for arranging all necessary transportation and logistical arrangements, obtaining all needed permissions which should be part of the financial proposal.

### V. FIELD COORDINATION

The Service provider is expected to coordinate with the field based staff which will be introduced after the contract is awarded.

### VI. COMMUNICATION AND VISIBILITY

The Contractor should regularly produce collateral for project promotion such as monthly reports, newsletters, social media posts, website information, news articles, blog posts etc. on regular basis to ensure visibility with the wider audience about the project activities.

Any public reference to the Project or UNDP and any other supporting programmes, as well to any products created under the agreements signed with benefiting individuals/associations shall be subject to prior approval of the Project team. It is mandatory for visibility elements of the Project to be placed on goods procured in the frame of envisaged contract.

### VII. DURATION OF SERVICES

a) This study should be completed within 12 weeks from the date of signing the contract. Results from the study shall be shared as soon as they become available.

### VIII. PAYMENT

The Project Manager of Spotlight Initiative in Afghanistan will approve all payments subject to completion of all required deliverables. The payment will be linked with the deliverables as mentioned in the TOR.

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\(^2\) If the primary data collection is required and human subject is involved, Ethical Approval of MOPH IRB is required that shall be considered in the ToR, Design Report, and such an approval shall be obtained before execution of the field work.

\(^3\) [http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=81](http://www.uneval.org/papersandpubs/documentdetail.jsp?doc_id=81)