



Islamic Relief
Worldwide

Terms of Reference (ToR)

End Line Project Evaluation of “Women Entrepreneurship (WE)”

Published:

Islamic Relief Worldwide

Kabul, Afghanistan

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Acronym

WE	Women Entrepreneurship (WE)
HBEWA	Home Based Education for Women in Afghanistan
WEESD	Women Empowerment Through Education and Skill Development
IRW	Islamic Relief Worldwide
MEAL	Monitoring, Evaluation, Accountability & Learning
OSP	Orphan Sponsorship Programme
QCBS	Quality Cost-Based Selection
RH	Rightsholder
MIS	Supervisory Management Information System
CSO	Central Statistics Organization
DAC	Development Assistance Committee
ToC	Theory of Change

Islamic Relief Worldwide, Afghanistan

Islamic Relief Worldwide (IRW) is an international humanitarian aid and development agency working to protect and transform the lives of some of the world's extremely vulnerable men, women, and children. Established in the UK in 1984, IRW works in over 45 countries, assisting people of all faiths. IRW started its operations in Afghanistan in 1992 and got registered on (184) unique number with Ministry of Economy and has legal status to work in Afghanistan. Since then, IRW supported the vulnerable communities through saving and transforming lives of people by providing humanitarian assistance and providing long term support in livelihoods, agriculture and food security, education, health, community productive infrastructure, WASH, DRR, resilience building, protection and supporting orphans and their families.

IRW believes in community empowerment as part of its approach, and follows a community led integrated participatory approach to design and implement its programs. **The operation strategy is based on five core values including: (Sincerity (Ikhlas), Excellence (Ihsan), Compassion (Rahma), Social Justice (Adl) and Custodianship (Amana).** IRW is committed to reach out to all vulnerable and needy people with accountable and transparent approach and methodologies. Annually, we reach approximately 10 million¹ people across the globe; however, in 2022 we directly supported over 1.5 million people in Afghanistan.

IRW Afghanistan has been an active member of the UN-led clusters (FSAC, ESNFI, Protection, GBV sub cluster, WASH, and Health) and attends the meetings regularly. IRW-Afghanistan is registered with the Ministry of Agriculture, Irrigation, and Livestock (MAIL), Ministry of Rural Rehabilitation & Development (MRRD), Ministry of Public Health (MoPH), and Ministry of Labour and Social Affairs (MoLSA) and coordinates with them at provincial and local levels. IRW remained a member of HRT, Access Working Group and other forums and always supporting the preparation of the HNO and HRP led by UNOCHA. IRW is one of the significant implementing partners of UNDP, in ABADEI-01 and implemented over 23 million USD program in 12 provinces across Afghanistan.

Presence in Country: IRW maintains a strong presence in Afghanistan and has an effective and well-established organizational set-up in Balkh, Kandahar, Nangarhar, Kunar, Paktika, Laghman, Herat, Samangan, Bamiyan, Farah, Badghis, Daikundi, Ghor, and Kabul provinces. Currently, IRW has its main Country Office in Kabul and 5 Area Offices i.e., North, South, East, West and Central Highland Regions and two Provincial Offices in Kunar and Paktika. We have over 500 experienced staff across the country with over 200 women staff working across these regions. IRW has decentralized operations in all Area Offices being headed by Area Managers. *IRW implemented over 38 million USD program during 2022, including 23 million USD UNDP supported ABADEI project and 26.4 million USD (Including UNDP supported project) program in 2023. IRW is currently implementing 35 humanitarian, development, and stabilization projects in 14 provinces through Area, Provincial and Field Offices*

Project Summary

The Women Entrepreneurship (WE) project, initiated on October 1, 2021, by Islamic Relief Worldwide Afghanistan, aims to foster socio-economic empowerment of 450 women entrepreneurs and their families, impacting a total of 3,150 individuals across the Balkh, Herat, and Bamyan provinces. This three-year initiative is designed to develop sustainable business practices, improve income levels, and enhance the overall wellbeing and dignity of women entrepreneurs in these regions.

Project ToC

If women are capacitated on technical and entrepreneurship skills; **if** profitable and sustainable business enterprises are established, **THEN** women entrepreneurs are empowered, and their socio-economic status will be enhanced in their owned and managed businesses.

If women are provided with skills and entrepreneurship trainings based on their needs; **if** women-led enterprises are provided business development services through hands-on and mentoring support; **THEN** women-entrepreneurs will be capacitated technically in entrepreneurship skills to increase their income and improve livelihoods.

If women enterprises are assisted by start-up seed capital based on their business plan to expand their business/enterprise; **if** women enterprises are linked with the business networks and market channels to get better access for their business; **THEN** profitable and sustainable business enterprises owned and managed by women entrepreneurs.

The project will work with poor women entrepreneurs, provide them entrepreneurship development services through technical training on market promotion, value-chain improvement, quality and diversity of products, communication and relationship with women entrepreneurs' platforms, establishment of women-entrepreneurs groups, establishing sales centres/hubs, and e-commerce marketplace **SO THAT** they are going to be empowered and able to enhance their socio-economic status.

Beneficiary Number Breakdown	Status of Numbers		Direct Indirect	Actual/Estimate Actual/ Estimate	
	Gender	Male		Female	
	Disability	With	Without	With	Without
	Direct	80	1,495	80	1,495
	Indirect	100	1,900	100	1,900



Results	Performance Indicators (Select from www.indikit.net indicator library where available)	Planned Targets	Baseline Data	Targets at Milestones	Data Source (Means of Verification)	Data Collection Method	Please enter where data will be securely stored and located	Frequency of data collection	Responsibility (Person or Entity Responsible for Collecting & Securely Storing Data)	Assumptions (from TOC)
Impact Enhanced socioeconomic empowerment of 450 women entrepreneurs' families (3,150 individuals) in Balkh, Herat and Bamyan provinces of Afghanistan, through engaging them into economic activities and entrepreneurship development.	<p>% of targeted women entrepreneur families with improved livelihood through socioeconomic empowerment in Balkh, Herat and Bamyan provinces</p> <p>% of targeted women empowered economically through engagement in economic activities and entrepreneurship development in Balkh, Herat and Bamyan provinces</p>	<p>90% of targeted families</p> <p>90% of targeted women</p>	Will be established	At end of the project	-Project end-line evaluation report -M&E reports	-HHs survey -FGD -KII -Field visit and observation	PQLR Department will take responsibility for the data	At the end of the project	PQLR Department	-if the security situation remains stable in the target communities and provinces. -if the political situation remains stable. -if no disaster or pandemic in the target areas.
Outcome # 1 450 Afghan women are capacitated on technical and entrepreneurship skills to promote their income, livelihoods and business 50% by end of the project.	% of targeted women with enhanced entrepreneurship skills in Balkh, Herat and Bamyan provinces.	85% targeted women	Will be established	At end of the project	Endline evaluation/ assessment. - M&E reports -End-line evaluation report	-HHs survey -FGD -KII -Field visit and observation	PQLR department will take responsibility for the data	Yearly	PQLR Department	-If the local community and relevant government department provided the required support for successful

Results	Performance Indicators (Select from www.indikit.net indicator library where available)	Planned Targets	Baseline Data	Targets at Milestones	Data Source (Means of Verification)	Data Collection Method	Please enter where data will be securely stored and located	Frequency of data collection	Responsibility (Person or Entity Responsible for Collecting & Securely Storing Data)	Assumptions (from TOC)
	% of targeted women entrepreneurs increased income 50% through promoting their business opportunities in target area.	80% target families								completion of the project activities - if the security situation remains stable in the target communities and provinces.
Outcome # 2 Established profitable and sustainable business enterprises owned and managed by 450 women entrepreneurs, with 60% of growth at the end of the project. .	% of women entrepreneurs owned and managed profitable and sustainable enterprises in target communities % of targeted women enhanced their access to market through increasing quality and quantity of their productions.	85% 80%	Will be established	At end of the project	Endline evaluation /outcome assessment. - M&E reports -End-line evaluation report	-HHs survey -FGD -KII -Field visit and observation	PQLR department will take responsibility for the data	Yearly	PQLR Department	-If the local community and relevant government department provided the required support for successful completion of the project activities - if the security situation remains stable in the target communities and provinces.

Results	Performance Indicators (Select from www.indikit.net indicator library where available)	Planned Targets	Baseline Data	Targets at Milestones	Data Source (Means of Verification)	Data Collection Method	Please enter where data will be securely stored and located	Frequency of data collection	Responsibility (Person or Entity Responsible for Collecting & Securely Storing Data)	Assumptions (from TOC)
Output # 1.1 450 women are provided skills and entrepreneurship trainings based on their needs.	# of women received entrepreneurship skills training based on their need in the target area	450	Will be established	By end of 2 nd year	-Project Progress report - M&E reports -Training records	-HHs Interviews -FGD -Field visit and observation	PQLR department will take responsibility for the data	Six-monthly	PQLR Department	-If the COVID situation improved and government allow to arrange training. -If the women entrepreneurs actively participated in training.
Output # 1.2 30 women-led enterprises are provided business development services through hands-on and mentoring support.	# of women-led enterprises functioning for providing business development services in target area.	30 women-led enterprises	Will be established	By end of 2 nd year	-Project Progress report - M&E reports -Training records	-HHs Interviews -FGD -Field visit and observation	PQLR department will take responsibility for the data	Six-monthly	PQLR officers will take responsibility for the data	-if the security situation remains stable in the target communities and provinces to run the enterprise by women.
Output # 2.1 450 enterprises are assisted by start-up seed capital based on their business plan to expand their business/enterprise.	# of women assisted by start-up seed capital based on their business plan to expand their business and enterprise	450 women entrepreneurs	Will be established	By end of 2 nd year	-Project Progress report - M&E reports -Training records	-HHs Interviews -FGD -Field visit and observation	PQLR department will take responsibility for the data	Six-monthly	PQLR officers will take responsibility for the data	-If the security situation remains stable in the target communities and provinces. -If community elders, faith leaders are supportive on women entrepreneurship activities.

Results	Performance Indicators (Select from www.indikit.net indicator library where available)	Planned Targets	Baseline Data	Targets at Milestones	Data Source (Means of Verification)	Data Collection Method	Please enter where data will be securely stored and located	Frequency of data collection	Responsibility (Person or Entity Responsible for Collecting & Securely Storing Data)	Assumptions (from TOC)
Output # 2.2 450 enterprises are linked with the business networks and market channels to get better access for their business.	# of enterprises linked with business networks and market channels for better access to market and running their businesses	450 enterprises	Will be established	By end of 2 nd year	-Project Progress report - M&E reports -Training records	-HHs Interviews -FGD -Field visit and observation	PQLR department will take responsibility for the data	Six-monthly	PQLR officers will take responsibility for the data	-If the security situation remains stable in the target communities and provinces. -If community elders, faith leaders are supportive on women entrepreneurship activities.

Objectives of the evaluation

This evaluation has been commissioned by Islamic Relief Worldwide Afghanistan (IRAF) in line with agreed internal policies (IR MEAL framework) and external policies of the donor. The purpose of this evaluation is to assess overall performance of the project with reference to the outcomes and outputs as well as draw lessons for future programme. This evaluation should take into consideration the OECD/DAC Evaluation Criteria to assess the performance of the project, as well as use the Core Humanitarian Standards (CHS) to evaluate the quality of the interventions and the aspects of accountability.

The specific objectives of this assignment are to:

- **Effectiveness:** Evaluate the project's success in enhancing livelihood abilities, increasing agricultural and livestock production profitability, and promoting green energy.
- **Impact:** Assess the direct and indirect impact on poverty reduction among the target populations.
- **Sustainability:** Determine the sustainability of the project's outcomes and the potential for future replication.
- **Lessons Learned:** Identify best practices and areas for improvement to inform future projects.

Scope of the Evaluation:

- **Geographical Coverage:** The evaluation will cover project activities in Herat, Bamiyan and Balkh provinces in Afghanistan.
- **Time Frame:** The evaluation will focus on the project activities from its inception on 01/10/2021, to its conclusion.
- **Key Stakeholders:** Include project beneficiaries, project staff, local community leaders, and Government authorities and other stakeholders involved in the implementation.

Evaluation Criteria and Questions

Relevance: How well does the project align with the specific needs and priorities of women entrepreneurs in Balkh, Herat, and Bamiyan provinces?

- Was the design of the intervention relevant to the Afghanistan local context?
- Is the intervention in line with the needs and priorities of the most vulnerable groups (men and women, boys and girls)?
- Is the intervention design and objectives aligned with the needs of the government?
- Is the intervention aligned with IRW, partners and donor policies and priorities?
- Was the intervention based on a sound gender analysis?
- Was the design and implementation of the intervention gender-sensitive?

- Did the design and implementation of the intervention consider the available capacities?

Coherence:

- To what extent was the project consistent with other interventions within the target areas or sectors by IRAF and other actors, including government initiatives?
- How well did the project's initiatives align with national development priorities and strategies of Afghanistan?
- Were there any overlapping or duplicated efforts with other organizations or initiatives? If so, how was this addressed to maximize resource utilization and impact?
- How did the project complement or conflict with existing cultural, social, and economic practices in the communities?

Effectiveness: To what extent has the project achieved its intended outcomes in empowering women entrepreneurs economically?

- How well did the project interventions address the core issues of poverty reduction and economic resilience as outlined in the project goals?
- What were the major external and internal factors that affected the project's effectiveness?

Efficiency: Were resources (financial, human, time) used economically to achieve results?

- Was the intervention cost-efficient?
- How were project activities monitored and adjusted to ensure the most efficient use of resources?
- Were there any logistical or administrative challenges that impacted the efficiency of project delivery? How were they mitigated?
- Was the intervention implemented in a timely way?
- Did the targeting of the intervention mean that resources were allocated efficiently?

Impact: What has been the broader impact of the project on the socioeconomic status of the women entrepreneurs' families?

- What evidence is there of improved agricultural practices and increased agricultural productivity among the beneficiary communities?
- How did the project's vocational training and market linkages initiatives enhance the employability and income levels of the participants?
- Was there any gender-specific impacts?
- Did the intervention influence the gender context?

Sustainability: What mechanisms have been put in place to ensure the sustainability of the outcomes?

- To what extent did the intervention implementation consider sustainability, such as capacity building of national and local government institutions, communities and other partners?
- Is there local ownership and ongoing community engagement with the project's outputs?

- Were partnerships or networks established that will continue to support the project's aims post-funding?

Methodology and Approach

We would like the evaluators to outline their proposed methodology and requirements for this consultancy. The consultant should consider appropriate quantitative and qualitative methods, in the design of their evaluation methodology. The overall evaluation should also assess the extent of rights holders (beneficiary) involvement throughout the project cycle.

We are looking for an evaluation team/consultant to meet the above objectives and scope through a mixed method (quantitative and qualitative) approach of:

- Desk review of secondary data and IRW project documentation
- Household surveys of statistically representative sample
- FGD with communities and rights holders – with proportionate sampling
- Key informant interviews with IR staff, peer agencies, public and private service providers, government authorities etc

Required Competencies

The successful team will have the following competencies:

- Demonstrate evidence of experience in evaluating humanitarian action/development project
- Possess sectoral experience and knowledge in evaluating Livelihood, Food security, Socio-economic, DRR and climate change, protection and inclusion interventions.
- Possess deep knowledge and practical experience of using quality standards such as CHS and Sphere
- Possess strong statistical/quantitative and qualitative research skills
- Have excellent written skills in English
- Have the legal right to travel to all around the project location and able to conduct evaluations.
- Be able to fluently communicate in English and the local languages. If local translators are required, this should be budgeted.

The chosen evaluation team will be supported by IRW MEAL team, Program team, IRAF Field office to reach the rightsholder. Consultant must share their plan and consult with IRWA prior to execute evaluation plan.

Deliverables / Output

The consultant is expected to produce:

Inception Report: A detailed work plan and detailing the evaluator's understanding of the evaluation and proposed methodology, data collection tools. Inception report must be approved by IRW for further next steps

Draft Evaluation Report: To be reviewed by IRW for feedback.

Final Evaluation Report: Incorporating feedback, detailing findings, conclusions, and recommendations, to be submitted in English (Including raw data, tools, all relevant documents related to evaluation)

Executive Summary: Executive summary of evaluation findings (Max 5-6 pages)

Presentation: Max 15-20 slides

The work plan, inception report, draft report, final report, presentation, etc., and communication language must be in English.

A full report with the following sections:

- a) Title of Report: Example (**Resilience Building Through Advancing Livelihoods (REAL)**)
- b) Consultancy organisation and any partner names
- c) Name of person who compiled the report including summary of role/contribution of others in the team
- d) Period during which the review was undertaken
- e) Acknowledgements
- f) Abbreviations
- g) Table of contents
- h) Executive summary

- i) Main report – max 40 pages – (Standard reporting structure will be shared at inception stage, but consultant is invited to propose most suitable report structure layout)
- j) Annexes
 - Terms of reference for the review
 - Profile of the review team members
 - Review schedule
 - Documents consulted during the desk review
 - Persons participating in the review
 - Field data used during the review
 - Additional key overview tables, graphs or charts etc. created and used to support analysis inform findings
 - Bibliography
- k) The consultant will be required to communicate IRWA office and provide feedback on and answer questions about the findings from the desk review. This meeting can be mix in person and attended remotely by the consultant via video conference (Microsoft Teams or Zoom) where the consultant is outside the Afghanistan or based on request from the consultant.
- l) Consultants organize a learning and sharing workshop with IRWA office, including relevant staff.

Timetable and reporting information

The evaluation is expected to run starting by the 6th of Aug 2024 and ending before the 30th Sep 2024 (Proposed timeframe can be changed according to the needs of the programmes/donor)

Date	Description	Responsibility
23rd July 2024	Tender live date	IRW
6th Aug 2024	Final date for submission of bid proposal	Consultant
12th Aug 2024	Proposals considered, short-listing and follow-up inquiries completed	IRW
21st Aug 2024	Consultant interview and final selection (+ signing contracts)	IRW

22nd Aug 2024	Meeting with the consultant and agreeing on an evaluation methodology, plan of action, and working schedule	IRW
29th Aug 2024	Submission of Inception Report including all data collection tools (at least 7 days before commencing the evaluation).	Consultant
4th- 7th Sep 2024	Evaluation/Data collection	Consultant
14th Sep 2024	Collation and analysis of evaluation data, and submission of the first draft to IR Malawi/IRW for comments	Consultant
16th Sep 2024	Initial Presentation of Findings	Consultant
24th Sep 2024	IRW responses to a draft report	IRW
27th Sep 2024	Final report submitted to IRW	Consultant
30th Sep 2024	Final Presentation with IR key stakeholders	Consultant

Reporting information.

Contract duration: 30 Sep 2024

Direct report: MEAL Manager

Timetable and reporting information

Consultants (single or teams or company) interested in carrying out this work must:

a) Submit a proposal/bid, including the following.

- i. Detailed cover letter/proposal outlining a methodology and approach briefing note
- ii. CV or outline of relevant skills and experience possessed by the consultant who will be carrying out the tasks and any other personnel who will work on the project
- iii. Example (s) of relevant work
- iv. The consultancy total budget including breakdown (should clearly mention including or excluding tax)

- v. Expenses policy of the tendering consultant. Incurred expenses will not be included but will be agreed in advance of any contract signed
- vi. Be able to complete the project within the timeframe stated above
- vii. be able to demonstrate experience in humanitarian review for similar work

Payment Terms and Conditions

Payment will be made in accordance with the deliverables and deadlines as follows:

- 30% of the total amount – submission of the inception report and finalizing the evaluation/data collection
- 70% of the total amount – submission of the final report including all outputs and attachments mentioned above

We can be flexible with payment terms; invoices are normally paid on net payment terms of 28 days from the time of the invoice date.

IRW will not cover:

- Tax obligations as required by the country in which he/she will file income tax
- Any pre/post-assignment medical costs. These should be covered by the consultant
- Medical and travel insurance arrangements and costs. These should be covered by the consultant

Available resources made available to the evaluation team

- Project Proposal
- Project Logical Framework
- Project Monthly and Quarterly
- Project Annual Report
- Project AMIS, SMIS, Third Part Monitoring Report

Application

The potential firms/consultants are expected to apply based on these Terms of Reference (ToR). The technical proposal will be evaluated based on the Quality Cost-Based Selection (QCBS) Criteria: The individual general reliability as well as experience and capacity in the carrying out the assignment (30%). The approach in responding to the ToR and detailed work plan (45%). The qualifications and competencies of the proposed personnel for the assignment (25%). Proposals obtaining more than 70% of the technical points will be considered technically suitable and qualify for financial assessment.

The application should include:

1. One page cover letter; addressing the QCBS criteria above.
2. Technical Proposal: 10 page Maximum

- a) Presentation and profile of the applicant including technical references; Company profile(s) if it's a firm/ organization and documentation of legal status, and registration as a Company (Trade License, E-TIN, VAT Registration as consultancy firm).
 - a) Brief explanation of previous experience in this kind of work.
 - b) Methodological note with a proposition regarding: the organization of the study and proposed methodology including size and structure of the sample, sample questionnaire, identification of key informants and overall consultant's understanding of the assignment.
 - c) Tentative work plan with timeframes and deadlines for deliverables.
 - d) Structure of the research team including qualifications and experience.
 - e) Outline of the report.
3. Financial Proposal: The Financial proposal should contain the cost estimates for services rendered including daily consultancy fees (transport, living costs, stationery and supplies needed for data collection etc.). Data collection and processing costs are included in the account of the Consultant.

While we thank all applicants for their interest, only those selected for interviews will be contacted. The Assignment will adhere to the Islamic Relief Worldwide code of conduct, Protection of beneficiaries from sexual exploitation, abuse and harassment policy, Child Protection Policy, Anti-fraud and anti-corruption policy and UNDP rules and regulations.

Submission deadline: 6th Aug 2024 (on or before 4.00 PM).

End