Request for Proposal for conducting End Term Evaluation of Hand in Hand Afghanistan Project (*Reducing poverty and gender inequality in Sarepul Province of Afghanistan by improving household income and financial resilience for rural women through enterprise and job creation)* in Balkhab, Gosfandi and Sancharak Districts of Sarepul Province

Overview

Hand in Hand Afghanistan (HiH Af) is seeking to procure the services of a suitable consultant to conduct an End Term Evaluation (ETE) of the HiH Af project named *"Reducing poverty and gender inequality in Sarepul Province of Afghanistan by improving household income and financial resilience for rural women through enterprise and job creation"*. The ETE will take place in Balkhab, Gosfandi and Sancharak Districts of Sarepul Province.

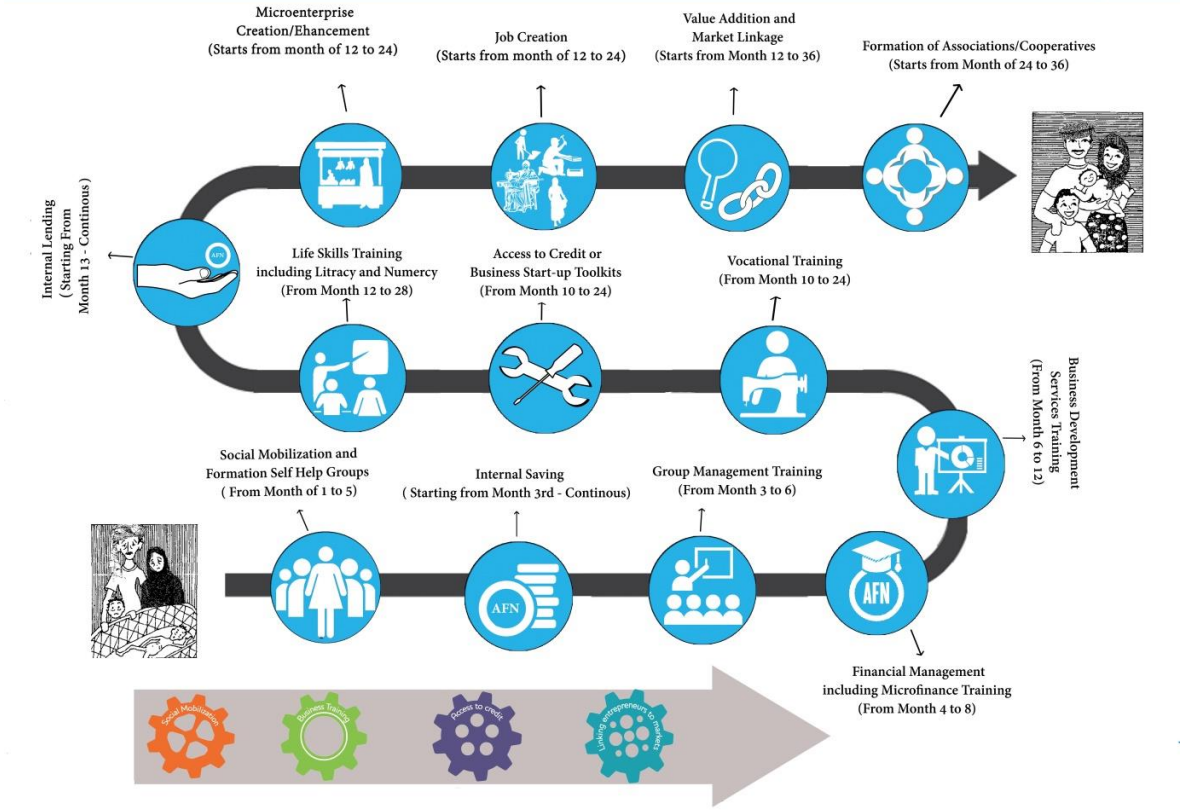
Brief Description of Hand in Hand Afghanistan

HiH Af is a Non-Governmental Organization (NGO) in Afghanistan, established in 2007, with the vision to alleviate poverty through job creation. HiH Af promotes economic and social empowerment of the poorest citizens to help them lift themselves out of poverty and vulnerability. HiH Af belongs to the global Hand in Hand network of NGOs with a shared vision to reduce poverty through the creation of sustainable enterprises and jobs. HiH Af has adapted this approach to the unique circumstances in Afghanistan.

Vision: HiH Af's vision is an Afghanistan free of poverty, where gender equality is its cornerstone.
Mission: HiH AF's mission is to work for economic and social empowerment of the poor by supporting the creation of enterprises and jobs, and the generation of higher incomes. Targeting the poor and marginalized communities, with a particular focus on poor women, HiH Af empowers SHGs, provides support and training, and helps them access credit, information, markets and opportunities.

HAND IN HAND AFGHANISTAN ROAD MAP

HAND IN HAND AFGHANISTAN



Our Theory of Change

Setting up groups

First we create either exclusively female or male Self-Help Groups (SHGs), who support each other, save together and learn together. For women, the SHGs provide relevant forums to build their confidence. For men the groups support to be sensitized on the importance of engaging women in productive and income generating activities. Members contribute to group savings funds at every meeting.

Business training

Once a group is stable, with its savings fund firmly in place, we train members to grow and develop small businesses with modules in basic bookkeeping, business development, marketing and more. Illiterate and innumerate members are trained using pictures and parables.

Access to productive assets and credit

In light of the microcredit challenges in Afghanistan, HiH Af has introduced enterprise start-up kits as an alternative means to help members grow their business, circumventing the credit barrier at least in the inception phase. The enterprise start-up kits are small grant-based asset transfers, worth on average US$80, aimed at catalysing enterprise growth. The kits provide a majority of inputs and materials required to grow the business

in a selected sector, conditional upon business plans, completed vocational skills training and a complementary contribution from the individual member. We offered kits to 100% of members. The enterprise start-up kits and vocational skills trainings were offered in areas such as poultry, agriculture, livestock rearing, tailoring, beekeeping, embroidery, wool spinning, horticulture, carpet weaving, carpentry, tinsmith, blacksmith and motorbike/generator repairing.

The enterprise start-up kits are expected to meet a significant portion of the credit demand. Within the selected sectors, toolkits provided start-up resources and incentives necessary for a member to grow his/her business. The kits thus offer an adapted alternative to lending. Group savings also help finance most new businesses.

Links to larger markets

As a final step, we wanted to help entrepreneurs compete – and thrive – by finding larger markets, sourcing cheaper supplies and improving their branding, packaging and more. Scaling up helps entrepreneurs provide for their families and benefits entire communities.

We organized cross fertilization visits to facilitate benchmarking and mutual learning on best practices on value addition and marketing among SHGs. Sharing telephone directories between producer groups and suppliers/dealers (private sector) in each sector to facilitate marketing and organizing exhibitions and actively participating to the exhibitions organized by other organizations are also improving marketing of entrepreneurs' products.

Brief description of the programme

In April 2015, HiH Af received support from the Department for International Development (DFID) to implement a project called "*Reducing poverty and gender inequality in Sarepul Province of Afghanistan by improving household income and financial resilience for rural women through enterprise and job creation"*. The project is also co-funded by Hand in Hand International. The project strengthened the socio-economic rights of 9,500 poor rural women and men in three districts of Sarepul Province of Afghanistan and economically empowered them to create 13,300 jobs using the model outlined above. Through the programme, participants benefitted from better business opportunities, increased income and greater livelihood security. The project has the duration of 3 years and will be completed by March 2018.

End Term Evaluation (ETE)

General

The ETE will provide an independent evaluation of the progress, performance and impact of the programme as of March 2018 (end of the project) and of the results obtained compared with the targets and expectations in the Grant Proposal and those set out in the logical frame and work plan.

Specifically, the ETE will report on the following:

1. The activities and indicators, their outputs compared against work plan and logical framework.

2. Progress of corrective actions recommended and subsequently further verified through Management Response on the Mid-Term Review.
3. Insights on the project utilising the DAC and UK Aid priority criteria that should answer to the questions below.

Evaluation Criteria

In line with DFID Guidance (as set out in the Coffey Independent Final Evaluations: Overview of UK Aid Direct Grantees) we want the selected evaluators to answer our evaluation questions aligned under the DAC criteria:

Relevance

- To what extent did the grantee support achievement towards the SDGs?
- To what extent did the project target and reach the poor and marginalised?
- How well did the project respond to the needs of target beneficiaries, including how these needs evolved over time?
- How were the beneficiaries involved (what mechanisms were used), at which stages and what worked well/can be improved? What other actors were involved and when?

Effectiveness

- To what extent are the results that are reported a fair and accurate record of achievement? Under this activity we expect the evaluation team to validate and triangulate the results that we have reported in our logframe.
- What has happened because of DFID funding that wouldn't have otherwise happened; and
- To what extent has the project used learning to improve delivery?
- What are the key drivers and barriers affecting the delivery of results for the project?

Efficiency

- To what extent did the project understand cost drivers and manage these in relation to performance requirements?
- To what extent did the programme deliver results on time and on budget against agreed plans?

Value for Money

- To what extent has the overall programme implemented Value for Money principles in its approach? Specifically related to:
  - Toolkits: Has the programme delivered VFM through the procurement and through the use of the toolkits? How effective were the toolkits?
  - Staff costs: Has the programme had a sufficient staff cohort to deliver its objectives?

Sustainability

- To what extent is there evidence that the benefits delivered by the project will be sustained after the project ends?
- Has the social structure of 1) the Self Help Groups 2) Associations & 3) the enterprises created, promoted female and male cohesion and collaboration within these groups?

- What are the key factors that ensure the functionality and sustainability of 1) the Self Help Groups and 2) Associations e.g. leadership, location, support etc. & 3) the enterprises created?
- To what extent has the project leveraged additional resources from other sources? What effect did this have on the scale, delivery and sustainability of the activities?

Impact

- To what extent and how has the project affected people in ways that were not originally intended?
- To what extent and how has the project build the capacity of civil society?
- How many people received support from the project that otherwise would have not received support?
- To what extent has our Theory of Change been demonstrated as set out above and in our logframe?

Gender

- To what extent did the project mainstream gender equality in the design and delivery of activities (and or other relevant excluded groups)?
- Has the programme had any impact on household and community gender dynamics, intended or unintended? Specifically looking at changes to:
    - Men's attitudes towards women
    - Decision-making, regarding income spent and other key decisions
    - Female participant mobility
    - Female participant self-image and confidence
    - Any negative unintended impacts on women or girls

Methodology

1. Applicants should outline suggested methodologies for answering these research questions which incorporate quantitative, qualitative primary and secondary research methodologies. (For a suggested format please see the Coffey Guidance Document). Currently, the programme team have a Management Information System which contains relevant data related to the programme output indicators. We expect the evaluators to validate the data that we have collected to report on our results.
2. Applicants will have access to existing internal and external programme reports. In addition it is anticipated that they will also carry out:
    a. Interviews with key HIH International staff in London via skype or phone
    b. Interviews with key HiH AF staff in both Kabul and Mazar, including field staff
    c. Interviews with key external stakeholders in Afghanistan (district authorities, Representatives of Provincial Economy, Labor, Social Affairs, Martyrs and Disabled Dept. and Agriculture, Irrigation and Livestock Dept. and maybe others)
    d. Interviews with intended beneficiaries in Balkhab, Gosfandi and Sancharak districts and visits to activity locations.

Deliverables

1. An ETE Plan at the inception stage which aligns with the Coffey Evaluation Guidance 2016
2. Development of primary data collection tool/s and data collection plan
3. A presentation of draft findings to both the HiH Af and the HIH International teams for discussion and feedback.
4. An End Term Evaluation Report of approximately 40 pages.
5. An Executive Summary of no more than 4 pages.
6. Presentation of the ETE Report to HiH Af/HiH International

Documents and presentations will all be in English.

Audience

This evaluation will be shared with DFID. It will also be published externally on the HiH website and shared with key partners.

Tender document

It is anticipated that the ETE would be carried out by a consultancy firm. The lead consultant is asked to tender a proposal document of no more than 5 pages in English by 04 February 2018 not later than14:00 hrs AFT electronically to khekmati@handinhand.org.af with copy to arahimnasry@handinhand.org.af

The proposal should include the following:

1. A short outline **evaluation approach, research design and methods** for the ETE including how they propose to answer the research questions outlined above.
2. A proposed **process and timeframe** for the ETE setting out the phases, the number of consultants and the number of days.
3. The anticipated **challenges and dependencies** affecting the implementation of the ETE and how these should be addressed both by the consultants, by HIH International and by HiH Af.
4. A summary of the **skills and experience** of the proposed lead consultant and the consultant(s) together with her/his CV showing relevant previous assignments and clients.
5. A detailed **fee quote** and rationale for the lead consultant and an estimate for the costs of other consultant(s).

Consultant skills and experience

HiH Af is looking for a consultant with skills and experience as follows:

- Demonstrable experience of producing high-quality credible Evaluations, supported by familiarity with appropriate methodologies.
- Experience of enterprise development programmes
- Expertise in analysis of gender relations, women's empowerment and social/cultural changes.
- Experience of working in insecure environments
- Excellent knowledge of the Afghan context
- Excellent English language skills
- Excellent analytical and people skills
- Excellent writing and verbal communication skills

Suggested Evaluation Timeframe:

- Tender bids deadline: 04 February 2018
- Review applications and appoint the Consultant: 11 February 2018
- Desk review of project documents by the Consultant, submit the inception report containing refined methodology, agree timeframe and finalize ETE plan: 25 February 2018
- ETE Field visits: 01 – 15 March 2018
- Presentation of draft findings to HiH Af and HiH Int.: 22 March 2018
- Hand in Hand feedback to the draft report: 31 March 2018
- Deadline for receipt of the ETE final Report: 05 April 2018
- Approval of final report by Hand in Hand: 19 April 2018.

This timeline may be subject to change with the successful evaluator applicant.

Budget and Payment

The consultancy firm will provide a budget summary splitting the consultants fee and reimbursables. HiH Af will apply Afghanistan taxation law and deduct the BRT from the total contract cost.

The terms of payment will be negotiated with the firm upon signature of the contract.