

End Term Evaluation of 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

Final Report

Hand in Hand Afghanistan

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ACRONYMS

ATR	Assess Transform & Reach Consulting
CDC	Community Development Council
CSO	Civil Society Organisation
DAC	Development Assistance Committee
DDA	District Development Assembly
DFID	Department for International Development
DG	District Governor
ETE	End Term Evaluation
FGD	Focus Group Discussion
FHH	Female Headed Household
GIZ	Gesellschaft für Internationale Zusammenarbeit
GPAF	Global Poverty Action Fund
HH	Household
HiH Afghanistan	Hand in Hand Afghanistan
HiH International	Hand in Hand International
IDI	In-Depth Interview
IDP	Internally Displaced Person
KII	Key Informant Interview
MAIL	Ministry of Agriculture, Irrigation and Livestock
MDG	Millennium Development Goals
MoEC	Ministry of Economy
MoJ	Ministry of Justice
MoLSAMD	Ministry of Labour, Social Affairs, Martyrs and Disabled
MoU	Memorandum of Understanding
NGO	Non-Government Organisation
NRVA	National Risk and Vulnerability Assessment
SDG	Sustainable Development Goals
SHG	Self-Help Group
ToC	Theory of Change
ToT	Training of Trainers
VEF	Village Enterprise Facilitator
VFM	Value for Money

EXECUTIVE SUMMARY

In February of 2018, ATR Consulting (ATR) was commissioned by Hand in Hand Afghanistan (HiH Afghanistan) to conduct an End Term Evaluation of the UK Department of International Development (DFID) & Hand in Hand International funded programme *'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 aim of the evaluation was to determine whether the project had achieved its intended impact, outcomes and outputs, and to answer key research questions relating to relevance, effectiveness, efficiency, value for money, sustainability, impact, and gender.

ATR conducted surveys, Focus Group Discussions (FGDs) and interviews with beneficiaries in Balkhab, Gosfandi, and Sancharak, interviews with HiH Afghanistan and HiH International project staff, and external stakeholders in Sarepul province and a review of secondary data including reports collated by HiH over the life of the project.¹

HiH Afghanistan received support from the Department for International Development (DFID) to implement the above project, which was co-funded by HiH International. The project aimed to strengthen the socio-economic livelihoods of 9,500 poor rural women and men (target reached was 9,712 - 7,015f and 2,697 m) in three districts of Sarepul Province of Afghanistan, and economically empower them to create 13,300 jobs.²

According to the project's logframe, the key indicators that would demonstrate impact for the project were for a reduction in the percentage of the population in Northern provinces living below the official national poverty line, and an increase in the participation in the labour force in the Northern provinces.³ While there is no up-to-date reporting available for the percentage of the population in the northern provinces living below the poverty line, nor labour force participation rates, a key outcome indicator for the project was that 13,317 new jobs (9,853 f, 3,464 m) for women and men were generated from new and existing enterprises receiving direct support from the project. Moreover, according to HiH's logframe, 99.4% of beneficiaries saw an increase in their annual gross household income as a result of being involved in this project.

Findings:

1. Relevance

HiH has successfully supported the achievement of the following Sustainable Development Goals (SDG):

- SDG 1: No poverty
 - 9,700 households experienced a positive change in annual gross income, with a 30% average increase across all beneficiaries to £276 per year.
- SDG 5: Gender equality
 - 6,968 women report a positive change in their mobility and their ability to participate in the decision making of their household, specifically with regards to decisions on household income

HiH targeted both poor and marginalised people to be beneficiaries of this project, with the selection of beneficiaries confirmed through a Participatory Rural Appraisal (PRA), and through outreach meetings with District Development Assemblies (DDA) and Community Development Councils (CDC). HiH was able to successfully respond to the needs of these marginalised groups. Beneficiaries were involved at multiple stages throughout the project, including during beneficiary selection, and in the design and delivery of trainings. External stakeholders, including

¹ A map of the project's coverage area is provided in the annex.

² Jobs defined as everyone who worked for pay, profit or family gain irrespective of their employment status, whether it was their main or a secondary job, in paid or self-employment.

³ No external data source available.

community leaders and government departments, were also fully engaged throughout the life of the project, and contributed towards the design and implementation of the project.

2. Effectiveness

HiH reported a fair and accurate record of achievement for their outcome and output indicators. HiH demonstrated that they continually used learning to improve project delivery, including through quarterly review meetings, annual reporting, and through feedback mechanisms established within the target communities. These learning mechanisms helped to improve project activities, specifically regarding the adoption of the enterprise start-up kit approach.

There were a number of key drivers affecting the delivery of this project, including the popularity and relevancy of the project for both men and women, the level of ownership over the project enjoyed by target communities, the provision of tangible resources (enterprise start-up kits)⁴, and the flexibility shown by HiH during implementation. The project also had to overcome a number of challenges during implementation including insecurity, hazardous weather, remoteness of some communities, staff turnover, some negative feedback from those not involved, and the shift in mentality required in the community from a humanitarian approach to a long-term development approach.

In the absence of a counterfactual, this evaluation cannot definitively attach the project effects to DFID funding, however it is highly likely that the absence of livelihood support programs in target areas combined with quantitative and qualitative findings, which identify observed changes in beneficiary's socio-economic status, are strong indicators of the success of this program.

3. Value for money

HiH was able to implement Value for Money principles in its project approach through the provision of enterprise start-up kits, where money was saved through the bulk purchasing of items. Beneficiaries received more value for money on their enterprise start-up kit compare to if they had simply received a cash grant, as HiH could source the necessary items in a bulk purchase, and negotiate a reduced rate on the items, compared to the cost that would have been incurred for an individual beneficiary to make the same purchase. HiH was also able to implement Value for Money principles in their staffing decisions with Village Enterprise Facilitators (VEF) sourced directly from the target communities, thereby saving costs, and being paid a daily wage, so that none of their days were wasted. As for measuring the effectiveness of this in terms of cost per beneficiary, perhaps local context benchmarking could be useful. For instance, TUP allocate \$2,000/beneficiary and NRC \$1,000/beneficiary.

HiH was able to successfully navigate the cost drivers during the project, identifying the costs of the enterprise start-up kits and staffing as the two most expensive items. The devaluation of the British Pound against the Afghani currency was a challenge but was ultimately overcome by the project team with the scale and scope of the project unaffected. HiH successfully delivered all outputs related to the project on time and was able to spend 98.9% of its £2,036,388 budget allocated for the three years on planned activities.

4. Sustainability

The Self-Help Groups (SHG) and associations have been successful, and likely sustainable, thanks to the common interest between SHG members, including shared assets and shared financial resources. 93% of beneficiaries think the SHGs will continue after the project has finished. On the association side, they are formally recognised through

⁴ See description of Enterprise start-up kits in Annex B, page 51. These were all the assets for the development of an enterprise. For example, someone who wanted to produce honey received: a beehive, a box, wax shaver, gloves, smoking hand pump, wax, comb, beekeeping hat, brush.

the Ministry of Justice, with transparently elected leaders, with reason to continue after the project has finished.⁵ Beneficiaries also feel confident they can keep their new businesses and jobs, thanks in part to the training received, and the enterprise start-up kits provided.

The majority of beneficiaries interviewed felt confident that they were ready to run their business and continue working, despite the fact that the project had finished. They felt that with the enterprise start-up kits received, and the technical skills gained through the training, they could sustain their business, and maintain the increases to household income. The benefits experienced by women in the project, including increased mobility and increased participation in household decision-making will largely depend upon the sustainability of the new jobs obtained and businesses enhanced thanks to the project. As long as households continue to enjoy an increase in annual income, the gender equality benefits should be enjoyed with it.

5. Impact

According to data provided in HiH's logframe, the project managed to economically empower beneficiaries to create 13,317 new jobs, with 9,759 households directly supported by the project, of which 9,700 households saw at least some increase in their gross annual household income (average of 30% increase across all beneficiaries to £276 per household per annum).

The HiH project team has been successful demonstrating its Theory of Change through its activities. The Theory of Change was carried out with the ultimate goal of 'reducing poverty and gender inequality in Sarepul province of Afghanistan.' Changes demonstrated in this regard were that the overwhelming majority of beneficiaries saw increases in their annual gross household income, the number of women reporting greater input into household financial decisions, and reportedly lowered barriers in accessing markets.

In terms of unintended consequences, there was some negative feedback from community members who were not participating in the project. During the initial phase of the project, they tried to undermine those beneficiaries who had been selected. However, beneficiaries remarked they largely ignored the small negative feedback in the community, choosing to focus on their training and enterprise development. Community leaders were also able to calm those who were not involved, as they had been part of the beneficiary selection process.

6. Gender

70% of the target beneficiaries were female. The rationale for having a 70:30 split between males and female beneficiaries was to ensure acceptance of women's inclusion in the project and its activities, by also having male participants. Through the social and leadership skills gained through their SHG membership, women often went on to become elected to leadership positions of the Associations. The project had a strong mainstreaming of gender equality, and other vulnerable groups, component, in the design and delivery of activities, from the selection of beneficiaries, to the training provided, to monitoring of progress, and in the gender sensitisation undertaken with community members.

The project was also successful in how it changed men's attitudes to women, with male participants remarking that they feel more comfortable in supporting women to participate in the workforce and access markets. According to HiH's logframe data, by the end of the project 6,968 female beneficiaries reported that they have active input into decisions relating to how additional income is spent their households, and enjoy greater mobility in the community, and 98% of ATR's surveyed females noted that their confidence levels had increased since being involved in the project. Female participants stated the project was flexible to the demands of their household work, and that they did not experience any backlash by having to juggle their domestic duties with those of the program.

⁵ Full overview of Associations in Annex B, page 51. These are producer associations that aggregate and undertake some processing of produce in order to access larger markets.

Recommendations to improve future programming⁶

Training

1. As some vocational skills are more technical than others (e.g. tailoring), beneficiaries have recommended that the training provided for highly technical vocational skills should be increased (more than 6 months). This will allow them to better master the technical skills needed to compete and prosper in the market. It is recommended that HiH conduct a feasibility assessment of increasing the length and depth of training for technical vocational skills.
2. Beneficiaries who are involved in this project have varying levels of capacity. As such, the training offered to them should meet this capacity so that they do not either fall behind or have their time wasted on skills they have already developed. It is recommended that HiH conduct a capacity assessment of future beneficiaries so that they can be placed in the appropriate class level for their capacity, and a training packing can be better tailored to their individual capacity needs.
3. For women and young females aiming to start or grow their business, connections to the market are crucial. Due to cultural and security barriers, women's access to the bazaar, and to wholesalers who may purchase their products is limited. As such, it is recommended that HiH build on its existing association model and make arrangements for wholesalers and market vendors to visit the training centre, so that women can make formalized connections with them in a culturally appropriate environment.

Gender

4. Conduct a gender analysis prior to the start of project activities, to better understand gender dynamics in the community, and to inform gender evaluation of the project.
5. Collect periodic gender focused data throughout the project using a panel survey of target beneficiaries, to better understand the impact of the project from a gender perspective.

Partnerships

6. In future iterations of this project, especially in areas that are not as remote as Sarepul, it is recommended that HiH conduct a cost/benefit analysis for CSOs to provide basic training package instead of HiH Afghanistan, in order to reduce costs, increase local ownership and civil society capacity building.
7. It is recommended that HiH meet with CSOs based in target areas, and propose that in future iterations of this project, they can undertake basic level training package, and support community engagement activities, so as to reduce costs and risks associated for HiH in the field. Having CSOs that are directly tied to the community can also help to reduce the risk of community tensions that might arise from those who are not chosen as beneficiaries. While this work has been supported by VEFs in this current project, further CSO engagement, which may have more structural representation in the community, could support this important activity.
8. Having community based CSOs to deliver basic training packages and support on community engagement can also help with the sustainability of the project. As these CSOs are likely to be based in the communities themselves, beneficiaries can approach them after the project has finished for guidance on further enterprise growth, market access ideas, and general problem solving.
9. Community based CSOs are also more likely to be able to remain aware of security developments in the area, as they have a direct link with communities who can share information in this regard and can therefore represent the project in security briefings given by government or other organisations in the area. HiH will need to remain aware of the changing security context throughout the life of the next iteration of this project, but by having a locally based CSO to help with the implementation, information directly from the field can be better collated and analysed.

⁶ A full explanation and rationale for the recommendations can be found in Part 4 – Conclusions and Recommendations.

10. With the success of this project, and its approach to vocational skills training and enterprise building, it is recommended that HiH engage in the advocacy efforts to improve vocational training in Afghanistan. With multiple NGOs and agencies, including government, who operate in this space, the success of vocational training packages varies across the sector. As such, it is recommended that HiH develop communication and advocacy documents on effective ways to provide vocational training. This will give HiH an opportunity to impact job development in Afghanistan at a larger scale.

PART 1 - INTRODUCTION

A. Purpose of the evaluation

HiH Afghanistan commissioned ATR Consulting to conduct an End Term Evaluation (ETE) of the HiH 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 April 2015, HiH Afghanistan received support from the Department for International Development (DFID) to implement the above project, which was co-funded by HiH International. The project aimed to strengthen the socio-economic livelihoods of 9,500 poor rural women and men in three districts of Sarepul Province of Afghanistan and economically empower them to create 13,300 jobs. Through the programme, it was anticipated that participants would benefit from better business opportunities, increased income, and greater livelihood security. The project ran for three years and ended in March 2018. Key concepts and terms of this project are provided in the annex.

The ETE has provided 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 covers the following:

1. The activities and indicators, their outputs compared against the 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 answering the research questions.⁷

B. Organisation context

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

C. Logic and assumption of the evaluation

According to HiH, the Theory of Change for this job creation model proceeds in four stages following a path described in Figure 1 Visual Representation of Theory of Change for HiH 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". First, they mobilise to create community groups made up mostly by women who support each other, save together and learn together. Next, they train group members to develop small businesses that make the most of their skills and potential. As a third step, entrepreneurs are provided with the enterprise grant based essential enterprise start-up kits. Finally, they help entrepreneurs scale up their businesses by connecting them to larger markets. This results in improved financial resilience contributing towards poverty reduction.

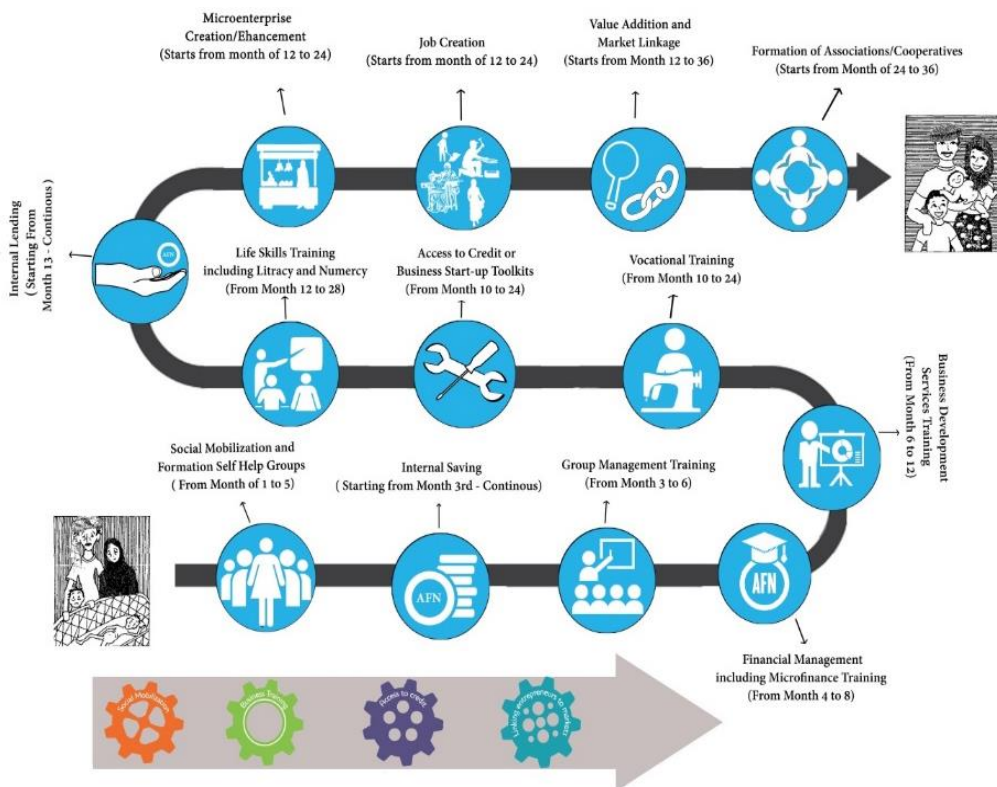
D. Overview of UK Aid Direct funded activities

⁷ The full list of evaluation questions and data collection plan has been provided in the annex from page 54.

The project aimed at empowering and capacitating 13,300 financially excluded and rural poor in Sarepul Province (70% women), through the creation of 9,500 enterprises to help sustainably lift an estimated additional 66,500 household members out of poverty, based on Afghanistan’s average household size of 7. The vehicle to achieve these results is HiH Afghanistan’s integrated job creation model which empowers these individuals with required skills and tools to identify and develop income generating opportunities, strengthen their financial resilience through increased savings, making better use of their assets, and increasing productivity. This model consists of 4 integrated steps, comprising intensive mobilisation and training, followed by close mentoring for full project duration, tailored to the particular challenges in Afghanistan, specific local circumstances and different needs of women and men:

- a. Step 1 / Output 1: Formation of Self-Help Groups (SHGs) with self-sustaining group lending mechanisms;
- b. Step 2 / Output 2: Business, financial literacy, vocational and literacy skills training to increase knowledge and skills to start or enhance an income generating enterprise;
- c. Step 3 / Output 3: Improved access to assets through enterprise start-up toolkits;
- d. Step 4 / Output 4: Improved market linkages and increase competitiveness of products and services.

Figure 1 Visual Representation of Theory of Change for HiH 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”



This model aims to generate 30% improvement in average gross household incomes and improved financial resilience through income-diversification and average savings of at least £37 per group member over 3 years. Combined with improved management of household resources, this should help mitigate shock risk, smooth consumption, reduce dependence on insecure/irregular day labour, and reduce sale of assets to meet short-term cash needs. Women’s role as income earners and community/household decision-makers was strengthened. In light of women’s dedicated family role, engaging women to create productive jobs will help whole families and communities improve food security, education, health and housing.

Separate targeting of 70% women and 30% men allows adaptation to respective group's priorities and challenges; for instance, female training supports women to revisit their self-image and challenge norms that prevent them from generating income. Men are in turn sensitised on the benefits of female income-generation, to change male attitudes and embed societal approval of both female and male income generation.

E. Key concepts of the project

Self-Help Groups

SHGs called for the people to save money, access to toolkits for use of productive purposes; and to voice their opinion. The assumption was that collective action was mandatory both for poverty alleviation and for women's empowerment, which would in turn lead to social and economic empowerment, ultimately resulting in holistic human development. This would be done through the creation of gender separate SHGs. In the groups the women and the men are trained separately to save money so that the savings are used to invest in micro enterprise.

Example of a Self-Help Group

Perozi is a female SHG located in Khami Abi Shorak village in Balkhab district. They have 14 active members. By end of March each member had saved average (3450 AFN/£35.86) and the total cumulative saving of the group reached to 54,750 AFN/£569. The cumulative amount of loans received by members of the group 45,200 AFN/£469 and 13,000 AFN/£135 yet to be repaid yet. Members used the loans to invest in their businesses, for health care and on education fees for their children.

Associations

Associations represent an autonomous, self-sustaining structure is to support male and female entrepreneurs beyond the project life time. Village and district level associations have been created and trained to establish strong leadership structures. District level associations are registered with the Government, to streamline the efforts of the village-level associations and increase outreach. An Association supports members through providing a location and equipment for produce aggregation and micro-processing. This allows members to engage with whole sellers and access larger markets.

Example of an Association

Balkhabe Bastan is an Association located in Bazar e Dahana village of Balkhab district which has 76 members 42% % female and 58% % male. The Associations focuses its support to members on dairy production, honey filtering and processing, collecting and selling eggs, handicrafts and broiler chickens (for eating). HiH-Afghanistan provided this Association with equipment including: cages for chickens, a butchery table, a scale, knives, uniforms (working suit), honey bottles, honey filters, buckets, milk pots, milk drums, gas balloons, egg trays, cartons, a freezer, a solar panel and battery.

Enterprise

The term 'enterprise' is used in a broad sense, referring to any unit engaged in the production of goods or services for sale or barter. It covers not only production units, which employ hired labour, but also production units that are owned and operated by single individuals working on their own account as self-employed persons, either alone or with the help of unpaid family members. The activities may be undertaken inside or outside the enterprise owner's home, and they may be carried out in identifiable premises, unidentifiable premises or without fixed location.

Enterprise start-up kits

In light of increased attacks and insecurity since 2015, HiH Afghanistan reconsidered its continued usage of credit through its internal Enterprise Incubation Fund (EIF) one year into the project. Lending under the EIF (USD 100 per entrepreneur) created an especially vulnerable situation for both staff and project beneficiaries, requiring staff to travel with cash between the district office and project areas, thereby increasing the threat of armed robbery and kidnappings. Increased Taliban activity also made it difficult to secure repayment and could cause considerable capital losses. Besides, the risk that community members with Taliban links would seize loans given to the poor, and profit at their expense was increasing, and the EIF loans could be exemplified as nonreligious conduct and disrepute HiH Afghanistan's programme as part of Taliban disinformation campaign to discredit NGOs, which could in turn create local hostility.

In this climate, HiH Afghanistan identified enterprise start-up kits, worth about USD 80, as an alternative solution to credit, with a similar purpose of incubating business creation and growth while also ensuring the safety of staff and project beneficiaries. Complemented with internal group loans, the kits provide a strong basis for the stimulation of enterprise development. Bulk purchasing of the kits allowed for cost savings and HiH Afghanistan always requires the providers to bear the risk for the transportation and delivery of the kits. The kits also allowed members to start their businesses earlier and to make the training more practical as all the assets required were provided to them at the early stages of the project. With a loan, it would have taken longer to start the enterprises as some of the assets required were not available in the remote villages.

Example of enterprise start up kits

Types of Enterprise start-up kits	Contents of tool kits
Beekeeping	Beehive, Box, Wax Shaver, Gloves, Smoking hand pump, Wax, Comb, Beekeeping hat, Brush, Feeder, Bottle, Drug and Multi vitamin
Poultry	Chicken Feeder, Chicken Water Pot, Mask, Disposal Gloves, Torch, Lime, Farming Clothes, Sandals and Chickens
Cow farm	Milk Bucket, Mineral Brick, Water Soluble Powder NEGAFAS/Trichlorfon to control parasites, Milk Screener, Shovel, Scratcher, Shoes and Drug Spray Pump
Sheep Farm	Wool cutting shears, Sheep Comb, Neutralizing hand tool (burdizzo), Sheep Feed and CTC Spray oxytetracycline to treat bronchitis
Agriculture, (cultivation of wheat, barley, corn, etc.)	Urea Fertilizer, DAP (Diammonium phosphate) Fertilizer, Improved wheat Seed, Drug/pesticide spraying cloth, Drug/pesticide Spraying Mask and Drug/pesticide Sprayer
Horticulture	Urea Fertilizer, DAP Fertilizer, Small Scissors, Garden sheeters, Drug/pesticide Cloth, Drug/pesticide Spraying Mask, Drug/pesticide Sprayer, Saw Small size, Saw Big Size, Iron Fertilizer and Liquid Fertilizer
Kitchen garden	Urea fertilizer, Vegetable collecting basket, Vegetable plant and Vegetable seed
Greenhouse	Greenhouse plastic, Vegetables seeds, Tighten Ropes, Wood Sticks and Metal Nails
Tailoring	Tailoring Machine, Ready Made, Tailoring Table, Scissors, Thread, Layer Clasps, Iron and Gas Balloon (2 kg volume)
Wool spinning	Wool Spinning Machine, Basket (Plastic) Mask and Plastic Chair
Motorbikes and Power generator repairing	Repairing sets
Handicraft	Will be varied based on the type of Handicraft
Carpentry	Carpentry set (saw, hammer, screw driver, Adze hoe, chisel, Adjuster, Try square,

	measure tape, stripper, and planer.
Blacksmith	Blacksmith sets like stands, hammer, anvil stand, forging, forging hammers 3 types, air forge, chisel, adjusters, and strippers.

Training modules

Hand in Hand Afghanistan has developed effective training modules, where the capacity of the beneficiaries is key driver to successful establishment of SHGs, administration of associations and enterprises, sustainability of jobs and stability of sources of income. The trainers are selected from the villages where the SHGs are set up to ensure community acceptance and to minimize costs. They are trained on the modules when joining the programme and receive ongoing training support. Before commencing training, they assess the learner needs of the SHG and ensure that the content is adapted to fit the educational background and skills of the group. Each session of the training lasts between 1 – 3 hours.

Enterprise Training Modules

Module	Covering	Topic
Module 1: Group Management Training (3 sessions)	It is designed to train beneficiaries on creation of and administration of SHGs, promoting saving, us as learning centre for business and vocational skills, improve access to microcredit, reduce vulnerability to poverty in emergency times (sickness, accidents, funeral etc.), encourage community coherence a cooperation and provide support and a forum for the sharing of ideas and knowledge.	The major topics are follows; 1. Introduction and Approach 2. Leadership and Roles 3. Bookkeeping
Module 2: Microfinance Training (4 sessions)	Microfinance training module is developed to train and build capacity of beneficiaries on basics of microfinance, saving and methods of saving, Islamic lending and practices and how microcredit contribute to community development.	1. Saving and principles of saving 2. Microfinance & Islamic lending 3. Role of microfinance in community development 4. The positive experience of women's participation in family income

Module 3: Business Development Training (4 sessions)	Hand in Hand Afghanistan's beneficiaries learn how to list the potential enterprises of their area, analysis the listed enterprises in terms of skills needed, demand of products in the market, availability of tools and raw materials locally, market completion and saturation through which each member find out his/her best suiting enterprise, after on they are trained and assisted to develop the basic business plan of his/her enterprise. Hand in Hand Afghanistan categorizes the enterprises to organize the beneficiaries to specific vocational skill training classes facilitated by Hand in Hand Afghanistan vocational skill trainers. The graduation leads them to establishment of their enterprises.	<ol style="list-style-type: none"> 1. Unlocking of Entrepreneurial Individual Strengths 2. Basics of Enterprise 3. Selection of Sample Enterprise 4. Basics of Marketing (Marketing Mix; 4Ps) 5. Effects of demand & supply on price of products 6. Market survey 7. Seasonal Calendar 8. Financial Statements
Module 4: Market Linkage and Value Addition Training (4 sessions)	To support members to develop their enterprises and link into local value chains	What is Market Linkage? Price Differences; season and location Comprehensive Marketing Mix Value Addition of Products
Module 5: Association Administration Training (5 sessions)	Associations are essentially cooperatives that aggregate produce to sell to larger scale traders and buyers	Basics of Association Management Association Accounting and Administration Association Marketing and Promotion Management Supply Chain Management Legal and Social Affairs in Business
Module 6: Vocational Skills Training	To support members to develop their technical skills in a number of areas	Layer Poultry Broiler Poultry Beekeeping Agriculture Livestock Horticulture Beautification Photography and Printing Services Tailoring Embroidery Motorbike Repairing Mobile Repairing Carpentry Welding Tin-works Wool spinning
Module 7: Part A: Literacy with following type of topics;	As many of the members we work with are illiterate we support them on	Topics on Islamic Practices, Human Rights, History and Culture, Health

	literacy skills	and Education, Hygiene and Sanitation, Click to Enterprises, Agriculture and Livestock
Part B: Numeracy	As above re. numeracy	Basics of Numeracy Addition Subtraction Multiplication Division Percentage

PART 2 – EVALUATION METHODOLOGY

A. Evaluation Plan

In order to meet the objectives of the end term evaluation of HiH Afghanistan’s project in Sarepul province, ATR formulated a plan to use a number of qualitative methods as well as a survey.⁸ ATR carried out a thorough review of project documents, including log frame, reports, project data, and case studies etc. The desk review supported the design of the evaluation tools and provided valuable data and project context to the evaluation.⁹

1. Quantitative data collection

ATR carried out a survey of 757 respondents, including 377 with female beneficiaries and 380 with male beneficiaries. Respondents were randomly selected based upon the beneficiary list provided to ATR by HiH Afghanistan. The sample size in each district was designed based on the proportion of beneficiaries in each district (as can be seen in the table below). The overall sample size allowed for a disaggregation of results by gender, with a confidence level of 95% and a margin of error of 5. In order to account for the 70% female and 30% male breakdown of target beneficiaries in this project, ATR weighted the results based on gender as part of the analysis.

ATR achieved a sample size of 757, in order to allow for gender disaggregation amongst the beneficiaries. By weighting the results by gender (female 70%, male 30%) after data was collected, it allowed for representative samples to be obtained for both males and females, without increasing the overall sample size. To design a sample size with female 70% and male 30% prior to data collection, would have required an increase to the overall sample (n=1100 - females 770, males 330) in order for it to remain representative of males and females. Increasing the sample size would have meant increasing the cost of the evaluation for more female staff, more security for female staff in the field, and more trainers. An increase to the budget was not available under the parameters given by HiH Afghanistan.

Table 1 Sampling per district

District	Female	Male	Total
Balkhab	186	187	373
Gosfandi	100	101	201
Sancharak	91	92	183

⁸ A full explanation of the research methodology can be found in the annex, section D, page 51.

⁹ A full list of documents reviewed can be found in the annex, page 51.

Total	377	380	757
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Confidence level of 95% with a margin of error of $\pm 5\%$

2. Qualitative data collection¹⁰

▪ In Depth Interviews (IDIs)

ATR held 18 In Depth Interviews (IDI) with intended beneficiaries in Balkhab, Gosfandi, and Sancharak districts (6 per district, including 3 with males and 3 with females). These beneficiaries were selected following their participation in the house-hold survey. After taking part in the survey, field researchers requested further permission from beneficiaries to participate in the IDI.

▪ Key Informant Interviews (KIIs)

ATR conducted 12 Key Informant Interviews (KIIs):

- 4 KIIs with main project management staff in Kabul, Mazar and London (via skype). These were conducted by the Project Manager.
- 8 KIIs with external stakeholders (including community leaders, NGOs operating in Sarepul, District Authorities and Representatives of Provincial MoEC, MoLSAMD, and MAIL). These were conducted by ATR's Field Team leader.

▪ Focus Group Discussions (FGDs)

ATR organised 6 Focus Group Discussions (FGDs) across 3 locations:

- One with males and one with females in Balkhab
- One with males and one with females in Gosfandi
- One with males and one with females in Sancharak

Six to eight participants were selected for each of the 6 focus group discussions. These were conducted with both males and females. Participants were selected according to the criteria provided to field researchers during the 3-day training, using the participant list provided to ATR by HiH Afghanistan.¹¹

F. Strengths and Weaknesses of the Designed Methodology

ATR achieved a sample size of 757, in order to allow for gender disaggregation amongst the beneficiaries. By weighting the results by gender (female 70%, male 30%) after data was collected, it allowed for representative samples to be obtained for both males and females, without increasing the overall sample size.

ATR assumed that the majority of beneficiaries wanted to take part in the survey, FGD, and interview process, as without their voluntary participation, understanding the impact of this project upon beneficiaries would have proven very difficult. Thankfully, there were no concerns raised by beneficiaries participating in the data collection, with all who were approached happy to oblige the interview process.

G. Summary of problems and issues encountered

As the project was due to finish at the end of March 2018, keeping track of all project beneficiaries after this date was going to be difficult. As such, ATR had a short period within which to complete all data collection activities (by end of March), so that any beneficiary could be selected at random to participate in the survey, FGD or interview process. ATR was able to complete the data collection before the end of the project.

¹⁰ A full list of interview subjects can be found in the annex, page 53.

¹¹ FGD and Interview participant's names have not been provided in this report to ensure their anonymity, and for consistency, as some participants did not provide their names when participating in the FGDs.

There were no major issues encountered during the data collection phase, with all beneficiaries, external stakeholders, and HiH staff available for interviews, FGDs, and surveys.

PART 3 - FINDINGS

A. Overall Results

According to data collected by ATR and HiH, the seven indicators of outcome success for this project demonstrate the project has achieved the outcome of poor rural women and men living in Sarepul Province in Afghanistan benefit from better business opportunities, increased income and greater livelihood security. Results below show that the project has been successful in terms of its relevance towards SDGs, its targeting of poor and marginalised, and its engagement of beneficiaries. The project has reported fair and accurate results, used learning to improve delivery, and understood the barriers and drives affecting delivery of the project.

The project has understood and managed the cost drivers and delivered results on time and on budget. The project has implemented value for money principles, promoted male and female cohesion, and helped to create sustainable institutions (associations and SHGs). The project has also successfully mainstreamed gender equality in its design and delivery of activities and had a positive impact on gender dynamics in the households and communities targeted. HiH's Theory of Change has successfully been demonstrated in their activities and logframe.¹²

Key overall results¹³:

- 9,700 households had an increase in reported annual gross income with % increasing over 30%
- 6,968 women report increased mobility and participation in household decision making
- 13,317 new jobs created

B. Assessment of accuracy of reported results

Results presented below have been taken from surveys, interviews and FGDs conducted with beneficiaries, interviews with HiH staff and external stakeholders, and from data collected through the desk review of HiH's secondary data, including logframe, annual reports, and Mid Term Report. ATR is confident in the validity of the results presented, with every effort taken to obtain multiple sources for the evidence provided. ATR's expert statistician cross-checked the outputs and analysis of quantitative data to guarantee statistical validity and analytical rigor.

C. Relevance

1. To what extent did the grantee support achievement towards the SDGs?

According to the HiH International DFID GPAF Impact Proposal, HiH Afghanistan started the 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 April 2015 with the objective of contributing to eradicating extreme hunger (Millennium Development Goal (MDG) 1) and promoting gender equality and empowering women (MDG 3). The era of the Millennium Development Goals finished at the end of 2015, with 2016 bringing the 2030 Agenda for Sustainable Development, and with it the Sustainable Development Goals (SDGs), which are slightly different to the MDGs¹⁴. HiH has sought to support the achievement of the SDGs under this project, specifically, they have targeted the following:

- SDG 1: No poverty
- SDG 5: Gender equality

¹² The logframe can be found in the annex.

¹³ Based on a through reading of secondary data taken from Hand in Hand's log frame.

¹⁴ <https://www.un.org/sustainabledevelopment/development-agenda/>.

For SDG 1, aimed at ending poverty, HiH has, according to their logframe, sought to reduce poverty and improve income generation for poor rural women in Northern provinces of Afghanistan. In support of this first SDG, according to the logframe, HiH was able to achieve the following in poverty reduction:

Table 1 HiH contribution to SDG 1 [Outcome Indicator 2]

Percentage increase in annual gross income (from baseline levels)	Number of households
1-15%	1,064 (8,297 persons)
15-30%	1,200 (9,363 persons)
30% +	7,436 (58,004 persons)

To what extent this increase in household income has impacted the level of poverty in Northern provinces of Afghanistan, HiH planned to look at the percentage of population in Northern provinces living below the official national poverty line and compare if this changed throughout the project. The baseline data was collected through the National Risk and Vulnerability Assessment (2011-2012) but was changed to the Afghan Living Conditions Survey in 2013-14 (due to the discontinuation of the NRVA). According to NRVA, 32% of the population in Northern provinces lived below the official national poverty line.¹⁵ However, the most recent Afghan Living Conditions Survey, 2013-14, does not provide any data on the poverty rate for Northern provinces of Afghanistan. As such, it is difficult to know whether the poverty rate has changed at all, let alone in the implementing province of Sarepul. However, we do know that of those involved in the project, who received support from HiH, 9,700 households experienced a positive change in annual gross income, which suggests that the project has had a positive impact on SDG 1.

From ATR's survey, it was found that of those surveyed, 95% of respondents had experienced an increase in their monthly household income since being involved in this project. This would further suggest that HiH's project has had a positive impact on SDG 1, with the case study below providing an insight into how beneficiaries have spent this increased income. Of the 5% who did not report an increase in their monthly household income, they were less likely to have received a passing grade in the training courses provided by the program, than those who did report increased income. However, this 5% of the sample only represents a small number of actual respondents, which makes it difficult to extrapolate key reasons why they did not report increased monthly income.

Figure 2 Case study 1

Gulnar lives in Larket village of Balkhab district of Sarepul province she has two sons and one daughter, her husband is a farmer. Gulnar joined Wafa Self Help Group. She chose to join tailoring vocational skills training and received an enterprise start-up kit upon successful completion of the training. Now she earns 6000 AFN/£31.20 a month. Gulnar has also learnt the basics of reading, writing and arithmetic calculations through HiH Afghanistan's Life skills training for entrepreneurs which helps her in recording income and expenses. As a result, she is now able to put her son through higher education. She Says "HiH Afghanistan helps women like me so we can have a job and generate income to improve our lives and support our families".

For SDG 5, where the aim is, amongst other things, to ensure women's full and effective participation and equal opportunities for leadership at all levels of decision making in political, economic and public life, HiH has sought to increase the number of women who report that they have active input in decisions relating to how income is spent in their house. In support of this fifth SDG, according to the logframe, HiH was able to achieve the following:

- 6,968 women (99% of female beneficiaries) report that they have active input into household spending decisions.
- 6,968 women (99% of female beneficiaries) report progress in overcoming barriers in accessing markets

¹⁵ 'National Risk and Vulnerability Assessment 2011-2012', Central Statistics Organisation, 2014.

Women reporting greater participation in the decision making of the household, particularly with regards to how income was spent, was also found in ATR's survey, with 98% of females, and 93% of males surveyed reporting that since being involved in the project that had seen an increase in female's role in the decision making in their household. This suggests that project has had a positive impact on the lives of 6,968 women, and their ability to participate in the decision making of their household, specifically with regards to decisions on household income.

2. To what extent did the project target and reach the poor and marginalised?

As part of the process for selection of beneficiaries for this project, HiH commissioned a baseline study to map and assess a range of socio-economic indicators pertaining to the populations of six districts of Samangan, Jawzjan, and Sarepul provinces. Gosfandi, Sancharak and Balkhab districts were surveyed in Sarepul. This survey provided socio-economic data on rural men and women in these districts, so that HiH could target, and subsequently measure the impact upon, poor and marginalised citizens across the three provinces.

Following this survey, HiH conducted a Participatory Rural Appraisal, as well as outreach meetings with District Development Assemblies (DDA) and Community Development Councils (CDC). Through this appraisal, and outreach meetings, HiH was able to list all the households in the target villages, which had a low socio-economic status. The CDCs were also helpful in ruling out those households who did not fit within this category, and in identifying those who are marginalised or identify as vulnerable groups. This selection process was confirmed by those who participated in ATR's qualitative research, with FGD participants discussing the eligibility requirements.

"Their staff conducted a survey and have chosen me based on their criteria. They had some eligibility requirements and I was fitted to them. Those who were chosen feel more confident, are employed and can help their family financially, but it isn't the same for others who were not involved."

- Female, FGD, Sancharak

According to HiH's first annual report for this project, at the planning stages, HiH was able to identify disadvantaged groups, particularly those with disabilities, through the stakeholder consultations and feasibility study. According to the report, there were 405 beneficiaries engaged in the program who had a disability.

To verify how well HiH targeted and reached the poor and marginalised, ATR surveyed a sample of beneficiaries to determine if they fell below the poverty line (prior to being engaged in the project). ATR found that none fell below the official poverty line due to their annual income (prior to the start of the project) and size of their household. However, use of self-reported, retrospective income figures should not be taken as the primary indicator for this question, as there can be accuracy concerns when discussing income in Afghanistan.¹⁶

As such, ATR also asked survey respondents to identify if any vulnerability categories applied to them, including physical disability, mental disability,¹⁷ and female-headed household, amongst others. Of those surveyed, 68% identified as belonging to a vulnerable group, with the most common being households with more than three children under five years of age (29%), followed by households where someone has a disease affecting daily activities, that has lasted more than three or more months (18%),¹⁸ and elderly headed households (17%).

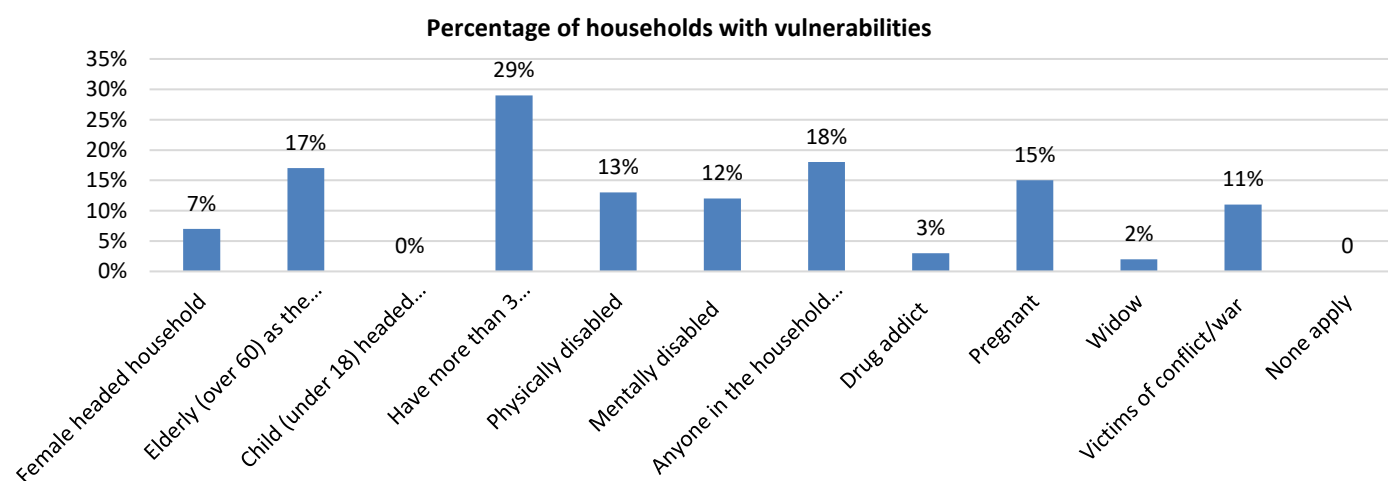
¹⁶ Per capita income was calculated by calculating average yearly income by multiplying average summer and winter monthly income by 6, then dividing by 12 to calculate average monthly income over the year. This figure was divided by the household population to calculate average per capita income. Households living under the poverty line were those with an average, per capita income under 690 AFS (£7) per month, as identified in the CSO and World Bank's Technical Report on Setting the Official Poverty Line for Afghanistan. Can be viewed at [http://cso.gov.af/Content/Media/Documents/CSO-WB_Tech-Report-Pov_v4\(2\)1162011121045651553325325.pdf](http://cso.gov.af/Content/Media/Documents/CSO-WB_Tech-Report-Pov_v4(2)1162011121045651553325325.pdf).

¹⁷ Mentally disabled described as living with epilepsy, severe depression, severe Alzheimer's etc.

¹⁸ Diseases affecting daily activities can include HIV, leprosy, lung disease, etc.

Table 2 Percentage of households with vulnerabilities

Vulnerability (households can have more than one)	% of households affected	Female	Male
Female headed household	7%	10%	1%
Elderly (over 60) as the head of the household	17%	21%	9%
Child (under 18) headed household	0%	1%	0%
Have more than 3 children under 5	29%	34%	18%
Physically disabled	13%	12%	13%
Mentally disabled	12%	12%	14%
Anyone in the household with a disease (not including pregnancy) affecting daily activities, that has lasted longer than 3 months	18%	17%	18%
Drug addict	3%	4%	1%
Pregnant	15%	16%	13%
Widow	2%	2%	2%
Victims of conflict/war ¹⁹	11%	10%	11%
None apply	32%	25%	46%

Figure 3 Percentage of households with vulnerabilities

3. How well did the project respond to the needs of target beneficiaries, including how these needs evolved over time?

According to interviews conducted with HiH Afghanistan, the project was able to respond to the need of target beneficiaries throughout the project life cycle. For example, needs are identified at the outset through Participatory Rural Appraisal tools to identify the vulnerable, with an understanding obtained of those beneficiaries living with a disability, and how that might impact their involvement in the project. This was supported by the reporting conducted as part of the first annual report in 2016.

“At the planning stages, HiH Afghanistan conducted an analysis as part of the stakeholder consultation and feasibility study to identify the diverse priorities and needs of disadvantaged groups, particularly people with disabilities.”

- HiH First Annual Report, 2016

“Individual data is continuously collected and disaggregated (according to sex, age, vulnerabilities), allowing HiH Afghanistan to analyse progress throughout project cycle. There are 405 members with a disability engaged in the program.”

- HiH First Annual Report, 2016

¹⁹ Victim of conflict is someone who has been wounded, lost a family member, lost/damaged an asset as a direct result of the conflict.

As needs had been identified from the outset of the project, and were continuously recorded throughout the project life cycle, HiH was able to respond and meet these needs when implementing project activities. For example, when assigning beneficiaries to an enterprise to be trained in (which they selected), individual needs, including their understanding, experience, and skill-set, were taken into consideration. This could take the form of understanding the limitations of a disability or vulnerability, and their level of capacity, as they took part in the vocational training.

“Disabilities and vulnerabilities are met – their level of capacity is considered when providing the training”
 - HiH Afghanistan, KII

Needs were also taken into consideration when determining who would deliver the trainings, with women being trained by women, and men being trained by men. Men were also engaged in gender-sensitisation throughout the project to help ensure there was no backlash to the strong gender component of the project.

This was supported by evidence collected in the FGDs and interviews conducted with women. According to female FGD and interview participants, the project was able to address the needs of women in the project, by making sure that vocational trainings did not cause conflict with the household duties they needed to carry out. The project was able to train 94% of female beneficiaries (6,616 women) in vocational skills, with women noting that while taking part in the project, they did not feel that their daily lives had become more stressful.

“Hand in hand listened to the women, as every woman completes her house duties first then starts her vocational works.”
 - Female, IDI, Balkhab

“The project did not interfere with my life as I could carry on my household duties and profession simultaneously. Also, our mother, sister or our daughter helped us with our responsibilities.”
 - Female, IDI, Sancharak

4. 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?

Beneficiaries were involved in the project at multiple stages. For example, they were involved in the beneficiary selection, participating in the Participatory Rural Appraisal, and as part of the outreach meetings with communities. While it was HiH and the community leaders who ultimately selected beneficiaries, based on the socio-economic profile of community members, beneficiaries were made fully aware of the process and how people would be selected.

Learning more about beneficiaries, HiH helped them to select the vocational training they would take part in. Beneficiaries selected the vocational training that best suited them and their skillset, with support from HiH project staff.²⁰ HiH project staff listed the potential enterprises in their area, provided analysis of the listed enterprises in terms of skills needed, demand of products in the market, availability of tools and raw materials locally, and level of market saturation through which each member find out his/her best suited enterprise. Beneficiaries helped to design the approach of the training, including venue selection, time and delivery. Beneficiaries then took part in the trainings, including literacy and numeracy classes, market linkages and business development, and the vocational training they had selected.

Beneficiaries were also part of the Self-Help Groups and Associations, leading the election of key process including Treasurer and President for each SHG or association. There were also a number of stakeholder meetings, held every three months, where progress was shared, accountability measures discussed, and suggestions provided.

²⁰ A full list of the vocational training offered has been provided in the annex. See page 54

From ATR's interviews and FGDs with target beneficiaries, the feedback was overwhelmingly positive when discussing the level of their engagement in the project. They were happy that they could drive the selection of SHG leaders, planning of activities, and provide feedback to the project staff. From HiH's perspective they were also happy with the level of beneficiary participation, seeing it as an effective way for communities to drive the direction of the project and feel empowered.

"We specified the manager, the assistant and cashier. We discussed over these issues that who should be in charge of the group. Specially in choosing the cashier we tried to be honest and chose a reliable person. Because Hand in Hand staff didn't know people (FGD participant is referring to HiH Afghanistan, not the VEFs), we helped them organise all these activities. We shared our ideas with them."

- Female, FGD, Sancharak

"We were in cooperation with Hand in Hand staff in designing and planning the activities. We chose the Hand in Hand office location and give them our opinions about their location and told them where the best place can be for training and why. We even managed the training time. We told them when we have free time to join training classes. The groups were different but we got to know more people and used it to help each other. We even exchanged group members with each other."

- Female, FGD, Gosfandi

Other external actors as part of this project include CDC and DDA members, and representatives from government departments including Ministry of Agriculture Irrigation and Livestock (MAIL), Ministry of Labour, Social Affairs, Martyrs, and Disabled (MoLSAMD), and Ministry of Economy (MoEC). CDC and DDA members took part in the selection of beneficiaries and participated in the stakeholder meetings; remaining informed about the project activities. Moreover, they acted as monitors in each district, overseeing the distribution of supplies and undertaking of trainings. Government departments, and District Governors, were also kept informed and provided suggestions on how the project could approach delivery in certain areas. ATR's interviews with government departments revealed that they were mostly positive in their assessment of HiH's project. An exception was MoLSAMD which would have liked more engagement in the design of curriculum. However, MoLSAMD staff understood that it would have been difficult with less government representatives based in target districts of Sarepul. HiH did try to engage MoLSAMD in different stages of the project and to align the project's activities with the vocational work carried out by MoLSAMD. However, due to a lack of resources within the ministry, this proved difficult.

"We were involved in the start-up and tools and equipment distribution, and we tried to give instructions and guide HiH on proper implementation of the program. At each stage we have been observing their performance and procedures."

- District Governor, KII, Gosfandi

"Training subject and vocational majors should be selected based on labour market assessment, and the training curriculums and materials should be determined by MoLSAMD; even the place of training should be standardised, but unfortunately they could not meet these requirements. This part was a little difficult for us, because Hand in Hand did not have any representative in Sarepul province, so we had to refer to Balkh province. It was a difficult point for us meet their representatives in each district."

- Head of MoLSAMD's Department of Sarepul Province, KII, Sarepul

It is apparent that HiH has led a successful beneficiary engagement process, involving them at multiple stages of the project. It was this level of beneficiary engagement that drove the strong ownership described in the qualitative research, and ultimately the successful implementation of the project. Moreover, community leader, and government representatives, remarked that they were happy with how they had been engaged in the project, acting as coordinators, and providing oversight of project activities. An area to improve could be in how the project's curriculum and training approach is endorsed by MoLSAMD. With the success of the project, the ability to

replicate this approach and its activities, by either HiH, MoLSAMD, or another NGO, will in part, depend on the full support and endorsement of the government.

D. 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.**

Table 3 Project outcome and output indicator results

Number	Outcome / output indicator	Target achieved at project end (HiH)	Target achieved at project end (ATR)	Fair and accurate?
Outcome Indicator 1	Number of new jobs generated for women and men respectively from a) new enterprises and b) existing enterprises enhanced with direct support from the project.	a. 11,183 (8,349 f; 2,834 m); b. 2,134 (1,504 f; 630 m)	723 new jobs or existing jobs enhanced	Yes, but ATR unable to confirm the total number with only a sample of beneficiaries surveyed
Outcome Indicator 2	Number and percentage of households and household members directly supported by the project that achieve 4 pre-defined levels of annual gross household income change: a) 0% or decreased from baseline; b) up to 15% increase from baseline; c) 15-30% increase from baseline; and d) 30% increase or above from baseline.	a. 59 HH, 457 persons (0.6%); b. 1,064 HH, 8,297 persons (10.9%); c. 1,200 HH, 9,363 persons (12.3%); d. 7,436 HH, 58,004 person (76.2%)	95% (95% f, 96% m) of respondents said they saw an increase in their monthly household income	Yes, fair and accurate
Outcome Indicator 3	Number and percentage of project supported enterprises that achieve an average monthly net business income equivalent to a) £0-15; b) £15-30; c) £30 or more	a. 6,054 (66%) (5,022 f; 1,032 m); b. 2,380 (26%) (1,272 f; 1,107 m); c. 779 (8%) (402 f; 378 m)	a. 46%; b. 30%; c. 14% DK/NR: 10%	Yes, for those in categories b) and c), yet ATR found that fewer survey respondents identified as category a). This could be accounted for by those who answered don't know or no-response.
Outcome Indicator 4	Number and percentage of additional job holders that report an increase in their annual gross household income relative to the previous year (female and male tracked respectively).	4,104 (100%) (3,157 f (77%); 947 m (23%))	N/A	ATR unable to ask this question, as data could not be collected retrospectively from previous years
Outcome Indicator 5	Amount of average additional savings mobilised per group member (female and male tracked respectively).	£37 (£37 f; £37 m)	N/A	Yes, according to review of logframe
Outcome Indicator 6	Number and percentage of households and household members that are identified as severely or moderately food insecure using the Household Food Insecurity Access Scale (HFIAS).	10 HH, 78 persons (0.1%) moderately food insecure; 0 HH, 0 persons (0%) severely food insecure	N/A	Yes, according to review of logframe
Outcome Indicator 7	Number and percentage of women who report that they have active input into decisions relating to a) how additional income is spent in their households	a. 6968 f (99%); b. 6968 f (%99)	a. 370 f (98%)	Yes, fair and accurate

	and b) have expressed progress in overcoming barriers in accessing markets.		b. 360 f (96%)	
<i>Output Indicator 1.1</i>	Number and percentage of well-functioning Self-Help Groups (SHGs) (disaggregated by male and female groups).	573 (91%) SHGs (398 f; 175 m)	98% of respondents (98% f, 99% m) declare that their SHG group functions well	Yes, fair and accurate
<i>Output Indicator 1.2</i>	Number of female and male group members trained in Group Management.	9,712 – (7,015 f; 2,697 m)	753 – 377 f (100%) & 376 m (99%)	Yes, fair and accurate
<i>Output Indicator 1.3</i>	Volume of cumulative lending (through group lending mechanisms) for all groups established by the project (disaggregated by male and female groups).	£236,115 (177,426 f; £58,688 m)	N/A	Yes, according to review of logframe
<i>Output Indicator 2.1</i>	Number of target men and women that are a) trained in micro-finance and business development services and b) percentage that achieve a pass score in the post training tests.	a. 9,668 (6,984 f; 2,684 m); b. 96.1% f; 91.4% m	a. 684 – 369 f (98%) & 315 m (83%) b. 91% f & 98% m	Yes, fair and accurate
<i>Output Indicator 2.2</i>	Number of men and women that a) receive literacy and numeracy training and b) percentage that achieve a pass score in the post training test.	a. 2,154 (1,582 f; 572 m); b. 90.2% f; 88.3% m	a. 352 – 155 f (41%) & 197 m (52%) b. 90% f & 98% m	Yes, fair and accurate, when reviewing logframe and ATR survey data
<i>Output Indicator 2.3</i>	Number of target men and women that a) receive vocational skills training and b) percentage that achieve a pass score in the post training test.	a. 8,965 (6,616 f; 2,349 m); b. 95.4% f; 95.3% m	a. 591 – 311 f (82%) & 280 m (74%) b. 97% f & 97% m	Yes, fair and accurate, when reviewing logframe and ATR survey data
<i>Output Indicator 3.1</i>	Number and percentage of target men and women receiving start-up enterprise start-up kits from the project	9,213 (97%) (6,696 f; 2,517 m)	727 – 364 f (97%) & 363 m (96%)	Yes, fair and accurate
<i>Output Indicator 3.2</i>	Number of female and male micro-enterprises that are (a) newly established or (b) enhanced by group members supported by the project.	a. 8,893 (6,665 f; 2,228 m); b. 2,134 (1,504 f; 630 m)	723 new or existing enterprises enhanced	Yes, but ATR unable to confirm the total number with only a sample of beneficiaries surveyed
<i>Output Indicator 4.1</i>	Number of men and women that are a) trained in market linkages and value addition and b) percentage that achieve a pass score in the post training test.	a. 9,160 (6,651 f; 2,509 m); b. 95.3% f; 89.2% m	a. 652 – 356 f (94%) & 296 m (78%) b. 94% f & 96% m	Yes, fair and accurate
<i>Output Indicator 4.2</i>	Number of associations and/or cooperatives that are linked to or established and trained by the project.	43 associations	N/A	Yes, according to review of logframe
<i>Output Indicator 4.3</i>	Number of group members who report increased competitiveness through improved sales of products and services (female and male tracked respectively).	8,610 (6,294 f; 2,316 m)	N/A	Yes, according to review of logframe
<i>Output Indicator 4.4</i>	Number of group members attending cross-fertilisation visits among SHGs (female and male tracked respectively).	2689 (2002 f; 687 m)	N/A	Yes, according to review of logframe

As shown in the table above, HiH has reported a fair and accurate record of achievement for their outcome and output indicators. For some indicators ATR was not able to collect data, and as such has conducted a verification by reviewing the data presented in the project logframe.

2. What has happened because of DFID funding that wouldn't have otherwise happened?

As a result of this project there have been a number of results that have happened, 9,700 households experienced a positive change in annual gross income, 6,968 women reported that their ability to participate in the decision making of their household has improved, and 13,317 new jobs were created. In the absence of a counterfactual, this evaluation cannot definitively attach the project effects to DFID funding, however the absence of other livelihood support programmes in target areas combined with quantitative and qualitative findings, which identify observed changes in beneficiary's socio-economic status, is a strong indicator of the success and the Value for Money of this programme.

Speaking with community leaders and beneficiaries in these areas, there is a consensus that without this project and its funding, the benefits that have resulted would not been experienced by those involved.

"Community leader: The number of those who found job is significant. For example, only in our village, 70% of the jobs that exist are because of the efforts of Hand in Hand office.

Interviewer: It means people are satisfied with the activities done by this office?

Community leader: Yes, 100%."

- Community leader, Gosfandi, KII

3. To what extent has the project used learning to improve delivery?

Throughout the project life cycle, HiH undertook efforts to improve delivery of the project by conducting learning activities. HiH's Country Director, describes HiH as a learning organisation, adopting a learning approach to this project. For example, the project team conducted quarterly review meetings, where the work plan, challenges, and key learnings were discussed and reviewed. During this process, HiH Afghanistan looks at the way other HiH offices around the globe have implemented this project, taking key learnings from them where possible, or in some cases using in-country learnings to implement the project in a more Afghan appropriate context.

"I want HiH to be a learning organisation. Therefore, we tried to apply that to the GPAF project too. We conducted learning activities quarterly. We looked at the plan, looked at the challenges, and see what we can learn. We also try to learn from other organisations, and other HiH offices around the world. We discuss it as a team looking at the other ideas implemented by the HiH offices globally."

- HiH Afghanistan, KII

It is clear that implementing this project in Afghanistan is different than in other countries, as the approach of linking strongly with government is not as applicable in Afghanistan. In the absence of a robust provincial and district level government infrastructure, HiH Afghanistan learned to adopt an approach that is more community focused. This different approach has meant that HiH had to learn alternate ways of ensuring sustainability in the project. In other countries where HiH works, the project could be aligned closely with government initiatives, so that after the project finishes government officers could support the outcomes and impact gained. However, in Afghanistan HiH did not have this luxury, so instead established formal associations to carry forward the work after the project had finished. This is a key successful learning adopted in the implementation of this project by HiH that will help ensure its sustainability now that project funding has finished. It is expected that associations will support SHGs and enterprise owners to maintain and improve their access to markets and stay informed of government initiatives in this space.

Another major learning from the project review process was the decision to primarily provide enterprise start-up kits for enterprises as opposed to some receiving enterprise start-up kits and some receiving loans. Providing loans for beneficiaries was an approach utilised in other countries that HiH operates, with success. However, it was found in the first year that this model would not work in Afghanistan. The provision of large sums of money in remote and insecure areas, and with religious restrictions placed on the practice of microloans in Afghanistan, loan disbursement was deemed as not feasible. Once learnt, the HiH team proposed an alternative approach that saw the provision of enterprise start-up kits for all beneficiaries, which would give them the necessary resources to start their enterprise. This learning definitely improved the delivery of the project, as the original model would have most certainly failed had changes not been made²¹.

As part of its formal reporting process, HiH also conducted learning activities, with annual reports requiring HiH Afghanistan and HiH International staff to reflect on their progress in this project from the previous year and identify areas of improvement to be actioned. Once identified, project staff were required to report on these actioned items, helping to ensure that learnings were applied to the project, and improving the delivery process.

“We have follow up sessions from the learning from 1 year to the next. We also meet with HiH Afghanistan and have a big session on the project, looking at implementation for the year. What are the action points from last year, and what we need to still do? We must report on our progress for these learnings.”

- HiH International, KII

Learning also came from community members themselves, as they were given opportunities to provide feedback. According to HiH staff, this was a key element of the organisation’s approach, with relationship building between beneficiaries and project staff a strong focus of project’s community engagement process. The informal approach allows for multiple opportunities for beneficiaries to provide feedback, which can be done after trainings, meetings, and mentoring sessions between the trainer and beneficiary. Village Enterprise Facilitators (VEF) were trained in how to obtain feedback (both positive and negative) from the beneficiaries, which could then be fed back to project staff to improve delivery.

It is apparent from review of annual reports and interviews with HiH staff that HiH has used multiple successful processes through which to improve the delivery of the project.

4. What are the key drivers and barriers affecting the delivery of results for the project?

There were a number of key drivers that helped to support the effective delivery of results for this project. For example, HiH project staff point to the relevance of the project to community members lives, which drove people to remain engaged and support the activities. Helping people through livelihood support strikes at the very heart of development challenges in Afghan’s lives; by supporting their ability to pull themselves out of poverty, beneficiaries wanted to be a part of the project and support its activities. The project became very popular amongst community members in the target areas and was able to build on this popularity to obtain community level support for those engaged. According to the HiH project staff, this popularity and strong level of engagement could be attributed to the fact people were able to earn money as part of this project, and it was this fact that motivated people to stay engaged.

“Income was generated so people wanted to stay engaged. That connection to income motivates people. A little bit of income, motivates people - connecting people to the opportunity to make money.”

- HiH Afghanistan, KII

With 70% female beneficiaries, the benefits experienced by women in the project, including greater mobility, undoubtedly impacted the popularity amongst women. Giving women a reason to leave the house, under full support of their families, kept them engaged and drove their participation in project activities. According to HiH

²¹ See page 51

project staff, the popularity of the project was born out of the idea that this was a collective project that would benefit the community as a whole, not just the individual.

Another key driver of results for this project was the fact that HiH facilitators were community members themselves. The project hired people from the target areas to lead the trainings, after conducting a Training of Trainers (ToT) with them. This meant that not only were beneficiaries better able to connect and engage with their trainers, but the capacity would remain in the community, after the project had finished. The trust enjoyed by the trainers within their own communities also meant that the project benefits could be better accepted, as ownership of the project became a key factor within the communities.

The trainings provided were also a key factor in driving the success of the project. For example, those who received literacy and numeracy training remarked that it helped to elevate them in the community as they could apply the skills into other aspects of their lives.

According to the beneficiaries, and HiH project staff, the provision of targeted enterprise start-up kits to support enterprise start-up has also been a key driver for successful delivery of the project. Having a tangible resource, not just capacity building, helped to keep beneficiaries engaged, and demonstrate the commitment from the project towards beneficiaries, and their businesses. Moreover, as beneficiaries would also be making a contribution towards the start-up costs for their business, this arrangement led to a strong partnership between HiH and the beneficiaries.

“Getting the toolkit was important for me, I was able to use it to start my sewing business. When I heard that we would be getting a toolkit I was happy.”

- Female, FGD, Sancharak

According to HiH International, the project was able to work due in part to HiH Afghanistan’s ability to adapt and learn throughout the project. From HiH International’s perspective, it was the project staff’s maturity, quick learning, and solution-oriented approach that helped to ensure any challenges faced, did not affect the overall quality of the project.

“There will always be mistakes, there will be failures, but HiH Afghanistan fails fast, and is able to change their approach. It means you don’t lose resources, and don’t lose time. They have reached a level of maturity, they have the experience to see an issue and find a solution, and then implement this solution.”

- HiH International, KII

HiH was required to overcome a number of challenges and barriers as part of the implementation of this project. First of all, security and access played a large part in the design and delivery of project activities. Operating across three districts, the project was required to ensure the safety and security of its project staff in insecure areas. Security was ensured by gaining community assurance for the project staff rather than through the influence of power brokers. Balkhab was quite remote in terms of access from the provincial capital, and thus providing resources, conducting monitoring visits, and supporting implementation proved a challenge. These remote areas had to be travelled to in different ways, so as to not attract unwanted attention. HiH was also able to outsource the delivery of project resources to the supplier, making it a component of the terms of contract.

According to HiH Afghanistan, it was also challenged to change the legacy from a humanitarian approach to development approach in these communities. From their experience, the community expects to receive ‘things’, not just training and empowerment; they want supplies. The government expects the same and wants to know what supplies are being given to communities. So, HiH had to overcome these expectations, and to change mind-sets. This was done through extensive consultation and community engagement.

There were a number of other challenges that the project staff had to overcome, including strong feedback on the selection process, a reduction in funding due to the devaluation of the British Pound, and some turnover in the London office of HiH. All of these were dealt in a professional manner by HiH, for example, project staff were able

to communicate with community leaders on the selection process in a transparent and open way, they were able to adjust some budget lines so as to not reduce the scope and scale of the project, and HiH International was able to improve its communication lines with HiH Afghanistan so that knowledge exchange could be maintained despite staff turnover.

These types of challenges are not uncommon for development practitioners in Afghanistan, with the threat of insecurity, staff turnover, and negative feedback from communities all a possibility during a project life cycle. However, HiH was able to address these barriers to implementation in a professional manner. The professional approach in implementing this project, and how they were able to overcome key barriers, was further endorsed by beneficiaries themselves, and other NGOs working in Sarepul.

“We face serious security threats since this project started. Hand in Hand also faced some social problems, and negative comments from the community, but they overcame these problems and succeeded to complete their project.”

- Female, FGD, Sancharak

“In general, according to the lifestyle of people of Sarepul province in the districts and villages, Hand in Hand’s performance was very beneficial. For example, maybe 3 years ago there were not many of jobs available or variety of professions, yet now there are many across the district. It is not easy to conduct livelihood work in Sarepul, but Hand in Hand has done a good job”.

- Save the Children, KII, Sarepul

E. Efficiency

1. To what extent did the project understand cost drivers and manage these in relation to performance requirements?

According to interviews conducted with HiH staff in Kabul, Mazar-i-Sharif and London, the project was able to effectively manage cost drivers when it came to performance requirements. Ultimately the project was able to successfully deliver the project outcomes, as evidenced by the log frame and ATR’S verification, with just 1.1% of the budget remaining.

Undoubtedly the largest expense was the enterprise start-up kits provided to beneficiaries to start their enterprises. By sourcing the necessary resources for these enterprise start-up kits in bulk purchase, HiH was able to reduce the overall cost of these enterprise start-up kits and provide greater value to each individual beneficiary. Procuring of these enterprise start-up kits was undoubtedly a major cost driver, as they had to be sourced in most part from Mazar-i-Sharif, with security and associated transport costs, becoming key cost drivers. HiH understood this well and was able to outsource the management of these costs drivers to the supplier, making it a part of the contract to ensure safe and secure delivery of resources to the community. Other value for money principles are discussed in the Value for Money section below, including how it has been applied to staffing costs (the second biggest expense within the project).

The project did have to contend with a devaluation of the British Pound and against the Afghani, which provided less money for project activities, however with budget tracking happening on a monthly basis, and mitigation processes in place, this did not impact the project’s ability to deliver activities. HiH was able to adjust some budget lines, following approval from DFID that ensured financial resources available for activities would not be impacted by the reduced budget due to the British Pound devaluation.

“The biggest challenge was the devaluation of the pound in the first year, as we had less money. So, we had to request to adjust some budget lines. But ultimately, we adjusted the admin and operational costs. We did not change the targets, or the beneficiaries”.

- Hand in Hand Afghanistan, KII

“We managed some project activities (vocational trainings and literacy trainings) to be completed earlier, then reduced the salary of around 40 VEFs to almost 50% in the last 6 months of the project as their workload reduced and managed to procure toolkits in cheaper cost (bulk procurement)”

- Hand in Hand Afghanistan, KII

One aspect that was not considered as strongly as others was to budget the value chain support. According to HiH, if they were to undertake this project again, they would want to provide more support to help people get their products to market and help them increase the shelf life of their products. This was a lesson learned by HiH Afghanistan that more comprehensive package for market access can help drive sustainability. This would require additional resources but would ultimately improve the sustainability of the project. However, HiH noted that the budget provided for this project was sufficient for the scope and scale of the project activities. If implementing the project again, the requested budget would remain the same, unless they had wanted to provide a more comprehensive package to beneficiaries, which could help sustainability.

2. To what extent did the programme deliver results on time and on budget against agreed plans?

According to interviews conducted with HiH Afghanistan and HiH International, all activities were completed on time, without any major delay. However, there were some minor delays during the project life cycle that slowed progress, but ultimately did not restrict the overall delivery of the project. For example, getting access to some communities in the target districts could be a challenge at times due to insecurity, with some delays experienced in the delivery of enterprise start-up kits and necessary assets for the project. This was mostly overcome by seeking alternate routes into communities, so that deliveries were not delayed.

Access was also hampered by the weather conditions experienced in the province, making road use difficult during winter times. This was especially the case in the remote district of Balkhab, which was chosen despite its remoteness, as there have been very few interventions in this district, especially those targeting the marginalised in this area. To address this, HiH outsourced the delivery of goods to the communities to the supplier, putting the onus on them to deal with the challenge of adverse weather conditions; an exercise they were well experienced in. As such delays due to weather were minimal in the project. Delays would be even less likely if materials needed for enterprise start-up kits were sourced closer to the communities being targeted, however the necessary supplies had to be procured from the major cities of Kabul and Mazar-i-Sharif.

“There were geographical barriers – Balkhab is very remote, and the weather impacts access to this district, so there some small delays. But we put the onus on the supplier to deliver to the district, not us. We made it part of the agreement for them to deliver, as it was easier for them access.”

- HiH Afghanistan, KII

Ultimately there were no major consequences from delays experienced due to insecurity or weather, as HiH was able to implement mitigation measures to reduce their impact. Where there some delays in the delivery of materials needed for enterprise start-up kits, HiH began the relevant vocational training using the materials that were easier to find local bazars. For example, for those beneficiaries involved in poultry raising, beneficiaries were encouraged to begin the construction of their chicken coops (as these materials were easily sourced locally), prior to the arrival of chickens, which were delayed in their transportation from Mazar-i-Sharif. The project was able to move forward, without the delay impacting the progression of activities.

To carry out project activities, HiH Afghanistan had a budget of £2.036 million over three years. £1.4 million was provided by DFID, and £600,000 came from HiH International. Some budget was lost during the project with the devaluation of the pound against the Afghani, however this did not impact the project’s ability to deliver activities, with minor adjustments made to some budget lines, approved by DFID. The table below outlines the budget allocated for each year, and the targets met by the project.

Table 4 Project targets and budget expenditure per year

Year	Targets met	Budget allocated	Budget expenditure	Variance
Year 1	Output 1 target – achieved Output 2 target – achieved Output 3 target – achieved Output 4 target – not achieved	£569,632	£569,632	£0
Year 2	Output 1 target – achieved Output 2 target – achieved Output 3 target – not achieved Output 4 target – achieved	£816,307	£816,307	£0
Year 3	Output 1 target – achieved Output 2 target – achieved Output 3 target – partially achieved Output 4 target – achieved	£635,550	£628,851	£6,699
Total	As year 3	£2,021,489	£2,014,790	£6,699

3. To what extent has the overall programme implemented Value for Money principles in its approach? Specifically related to:

Management approaches have been built around VFM principles. Programme costs have been effectively monitored on a monthly basis by the HiH Afghanistan CFO and on a quarterly basis by the HiH International Programme Finance and Analysis Manager. Fund disbursements, expenditure and reimbursements from DfID have been posted on a quarterly basis on IATI. As and when required, the budget has been revised and signed off by the grant manager at Mannion Daniels on behalf of DfID, to ensure accurate financial forecasting. HiH Afghanistan have written procurement guidelines as part of the entity's Financial Management Manual, with clear procurement procedures in place for purchase approvals, requests for quotation, and payments. Where possible, cost savings have been achieved through economies of scale.

4. Toolkits: Has the programme delivered VFM through the procurement and through the use of the toolkits? How effective were the toolkits?

HiH's decision to use enterprise start-up kits as part of the delivery of this project was a key learning in the first year of the project life cycle. The original plan had been to use an approach that had been implemented in other countries where HiH operates. This original plan included the provision of microloans for beneficiaries to establish their enterprises. However, as discussed above, the provision of microloans in Afghanistan is not feasible due to security and cultural restrictions. As such, the decision was taken to provide beneficiaries with enterprise start-up kits instead. These enterprise start-up kits would have all the necessary resources beneficiaries would need to start their enterprises.

The value of these enterprise start-up kits varied (\$60 - \$120), depending on the type of vocation that a beneficiary was aiming to start an enterprise in. Enterprise start-up kits, on average, were valued at \$80. Items included in the enterprise start-up kit were seen as all the necessary resources one would need to start their business. For example, a tailor receives a tailoring machine, ready-made tailoring table, scissors, thread, layer clasps, iron and gas balloon (2 kg volume)²². As people did not have capital to start their businesses, the enterprise start-up kits were used as a motivation to begin.

The use of enterprise start-up kits, as opposed to cash grants where beneficiaries could source their own resources for their business, definitely provided value for money in this project. Firstly, as HiH could source the necessary items in a bulk purchase, and negotiate a reduced rate on the items, large cost savings were made, when compared

²² A full list of resources provided in the enterprise start-up kits is provided in the annex on page 51

to the cost that would have been incurred for an individual beneficiary to make the same purchase. Moreover, if cash grants had been used, there is no way to guarantee that beneficiaries would have spent all the money on resources needed for their enterprise. As such, the enterprise start-up kits helped to ensure that money allocated within the project for resource mobilisation provided value for money when establishing new enterprises for the beneficiaries. For example, the cost of livestock enterprise start-up kits was AFN 4,945 per kit when purchasing in volume (362 units) compared to a cost of AFN 7,690 per kit if buying at low volume (17 units), a cost saving of 36% per kit. Additional cost-saving measures have also been taken, such as hiring vocational trainers on a daily basis rather than full time contract. To manage FX movement in 2016, the number of VEFs was reduced in the final six months of the project, in order to manage the project without increasing the project budget.

“Toolkits were procured locally. But some supplies needed to come from bigger cities. In fact, majority came from Mazar. It was a public procurement process. We also get a cheaper price for them as we buy in bulk.”

- HiH Afghanistan, KII

According to HiH, the enterprise start-up kit approach has not always been favoured by donors, as they see it as too much of ‘humanitarian style’ approach to development, creating dependency; too much of NGOs simply providing ‘things’ to communities.²³ However, when used as a start-up kit, it can work in a positive way, as beneficiaries are also asked to contribute to this kit. In this project, some beneficiaries provided partial costs for the enterprise start-up kit (usually to build the coop for example). According to HiH, this shifts the mentality away from a ‘gift transaction’, and towards a motivation for them to be engaged and sharing in project costs.

When asked about the effectiveness of the enterprise start-up kits, the responses from beneficiaries shared in qualitative and quantitative data were overwhelmingly positive. 84% of survey respondents stated that the enterprise start-up kits were helpful in starting their business, with 14% stating they were ‘somewhat’ helpful. Males were more supportive of the enterprise start-up kits, with 94% saying they were helpful vs. 80% of females, although there were a further 18% of females who found the enterprise start-up kits to ‘somewhat’ helpful. These positive findings were supported by the results revealed in the qualitative data, where both male and female beneficiaries, from all 3 districts, were very thankful for the enterprise start-up kits provided, identifying the benefits that have resulted.

“The toolkits are helpful for me. My business has been improved and my economy got better. The given tools are good and useful for blacksmith, sewing, animal husbandry and hen husbandry.”

- Male, IDI, Gosfandi

“I received an embroidery machine, strings, and scissors as part of my toolkit from Hand in Hand project. I used them to earn and save money.”

- Female, FGD, Gosfandi

The use of enterprise start-up kits in this project was clearly necessary for beneficiaries to get their enterprises off the ground. Without the provision of these resources, it would have proven very difficult for beneficiaries to obtain employment with their new vocational skills. The injection of resources, combined with the contribution made by beneficiaries themselves, supported their successful transition from trainees into new business owners.

5. Staff costs: Has the programme had a sufficient staff cohort to deliver its objectives?

According to interviews conducted with HiH staff in Kabul, Mazar and London, those who implemented the project had ample staff to deliver project activities. The project established field offices in the 3 districts, each equipped with field officers and assistants, who were supervised by a field coordination officer who dealt with provincial level coordination. These field offices were in place to monitor and help deliver the project activities and support the

²³ Response provided in interview with HiH Afghanistan Country Director

approximately 40 Village Enterprise Facilitators (VEF). The VEFs implemented the project at village level and were very familiar with the project approach and implementation plan. As they were based in the villages, their costs were low, and the knowledge they received from HiH would stay in village, thereby improving the chances of achieving a sustainable project.

The HiH office in Mazar-i-Sharif managed this project 50% of the time and was able to support implementation with monitoring and evaluation, capacity development, administration, and finance. The project also employed vocational skills trainers on daily basis (at times there could be up to 100 vocational trainers working over a two to three-month period). Paying these vocational skills trainers on a daily wage allowed the project to remain flexible in terms of its expenses, as trainers would only be paid for the days they provided training.

F. Sustainability

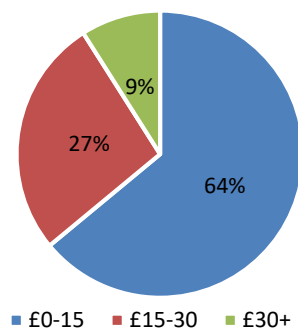
1. To what extent is there evidence that the benefits delivered by the project will be sustained after the project ends?

With the multitude of positive results achieved by this project, the key question is whether these benefits can be sustained. To help determine this, ATR posed sustainability questions in the survey, in the FGD and interviews with beneficiaries, and in interviews with HiH staff and external stakeholders. According to the HiH logframe, benefits delivered by this project include increased household income, new jobs created and existing ones enhanced, and greater mobility and input into household decision making for women.

For the increase in household income experienced by project beneficiaries (95% of beneficiaries according to HiH’s logframe data), this will largely be dependent upon on people being able to keep their businesses open and profitable. In 2016 the monthly average income was £120 in Afghanistan. The table below outlines the breakdown in income increases. These increases indicate a strong starting point for these enterprises.

Figure 4 Project supported businesses reported average monthly income

Project supported businesses reported average monthly income



ATR asked beneficiaries if they felt that they had the necessary resources, tools and training to continue to run successful businesses. The majority of respondents felt confident that they were well equipped to run their business and continue working. Some lamented the fact that the project had finished, and that they would not be guided by HiH anymore, they felt that with the enterprise start-up kits received, and the technical skills gained through the training, they could sustain their business, and maintain the increased household income. This confidence is a positive sign, but the strength of these businesses and their ability to survive, will largely depend on external macro-economic factors including future access to markets, strength of the national economy, and the ability to remain resilient to shocks.

“We have the resources; our income is good and we are able to save money.”

- Male, FGD, Sancharak

“We have savings, we learnt marketing skills, and fields related to the business development, so we can develop our career.”

- Female, FGD, Gosfandi

“There are no challenges, but if there are challenges we are able to solve them in our home and we are able to solve them in our community. For example, if our machines are damaged we can repair them, or if the design changes we comply and go on.”

- Female, FGD, Gosfandi

In terms of the greater mobility experienced by women, and their ability to overcome barriers in accessing markets, HiH logframe data revealed that 99% of women involved in the project report an increase in mobility and access to markets, a finding that ATR was able to verify through quantitative and qualitative research. Whether these benefits will be able to be sustained will depend on men’s attitudes towards women in their community, and whether women’s increased mobility can be seen as a positive factor for men in the community.

Ultimately, the positive benefits of this project come down to external factors and individuals in the household; will the businesses remain profitable, will men maintain their support for women’s mobility, and will the economy be able to sustain these interventions. In the section below, this evaluation will assess the sustainability of the SHGs, the associations, and how they impact the sustainability of the enterprises.

2. 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?

According to HiH Afghanistan, the SHGs are structured so that males are grouped with males and females are grouped with females. This was important for the functionality of the SHGs, as it would have been culturally inappropriate for females and males to be in SHGs together. However, this means that there has been no collaboration between men and women when it comes to the SHGs. This has not affected the impact of the SHGs, as both males and females remarked that the SHGs have helped them save money and share ideas.

SHGs are essentially social spaces where people learn and save together, but due to the cultural context in Afghanistan, it is not appropriate for men and women to mix in this space. When it comes to associations, it is a different story as there are opportunities for collaboration between males and females within this structure. Associations are community and business spaces, where men and women are able to mix more freely. Associations have given women an additional community space which allows them to increase their mobility and visibility within community structures. The fact that women were elected to positions on the associations, and so have a part in running them, may further contribute to gender norm changes due to their inclusion in this space.²⁴

For the enterprises, there is an element of female and male cohesion when both sides venture to the market. At the market, both males and females sell their products and find ways to collaborate. Ultimately, collaboration is happening between enterprises. This has been observed by community leaders, who have noticed a change in how males and females conduct business.

“Now they (males and females) practically work together. For example, in the area of tailoring and embroidery they are working together. In addition, they have to sell their products to each other and buy whatever they need. In the exchange and fulfilling their needs they depend on each other.”

- Community Leader, KII, Gosfandi

“Now, since the beginning of the Hand on Hand project till now the culture of the people has changed. In the past men had prejudice about women’s participation in such activities, but now they are encouraging women to

²⁴ For overview and example of association, please see page 51

participate. People are informed and they know the advantage of participation in such programs so, they let women to participate.”

- Community Leader, KII, Gosfandi

3. 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?

From the survey, ATR asked beneficiaries if they think the SHGs will continue after the project finishes, with 93% of respondents (91% f, 98% m) stating that they thought it would. The difference between male and female perceptions of the sustainability of the SHGs could be partially explained by the fact that women were less likely to say that the SHG helped them save money (96% f, 99% m). However, more than 98% believed that the SHG functions well and helps them save money. SHGs have been established to promote saving, the learning of business and vocational skills, improve access to microcredit, reduce vulnerability to poverty in emergency times (sickness, accidents, funeral etc.), encourage community coherence and cooperation, and provide support and a forum for the sharing of ideas and knowledge.

When beneficiaries were asked the same question in interviews and FGDs, it was more of a mixed response, with a number of respondents believing that the SHGs will need more support from HiH if they are to continue.

“Yes, they can. If Hand in Hand remain in place and continues its support, it will be better, but if it goes, we will continue our work”.

- Male, FGD, Gosfandi

“Since now the associations and groups function because people have received something from them. But after this it is hard to say they will continue or not because if people don’t receive anything they will not show interest anymore.”

- Female, FGD, Sancharak

HiH project staff are reasonably confident that the SHGs will continue, as they can see a common interest between SHG members, including shared assets and shared financial resources. However, HiH did recognise that the SHGs could be impacted by threats including poor weather conditions making movement of the population difficult, or people moving to urban areas for more opportunities or due to insecurity. Ultimately the sustainability of the SHGs will largely vary from community to community, with those SHGs that have shared interests, and seen successful outcomes result from their active participation most likely to be sustainable. According to HiH Afghanistan, the key factors that will determine whether a SHG continues after the project finishes are whether the group members have seen successful outcomes in the project (including successful enterprises established, and increased female mobility), whether SHGs have shared interests, and whether their businesses are successful enough that group members feel comfortable continuing to contribute money to the group.

“They work as a guild. We have evidence from the project that self-help groups are continuing their savings, we have seen this. We have visited them in the field and they have informed us of this. Especially the female self-help groups. They are stuck in their house and see this as a promising chance to escape. They are excited about the prospects”.

- HiH Afghanistan, KII

The aim behind the creation of associations are to strengthen members’ market linkages which is key to strengthening enterprise sustainability, to market their products, purchase raw materials at wholesale for a lower price, advocate for the entrepreneurs in government, society and markets, and seek to sustain enterprises by ensuring that they are sustainably linked to markets through associations. Associations represent an autonomous structure that is to sustain its own activities and continue to convene and support entrepreneurs beyond the project life time.

When it comes to the associations that have been established through the project, HiH staff, as well as beneficiaries, were more confident in their sustainability. As these associations are formally recognised by government, and

boasting elected leaders, they have a greater standing within the community. All elected leaders have so far been male, yet both male and female candidates have run for election. Women have held positions including deputy, secretary, and cashier. These associations are well trained, are registered with the Ministry of Justice as a legal entity, have an office at the district level, which is paid through membership, and they have received project assets. According to HiH, it is for these reasons, that the associations will mostly likely be sustainable. Findings revealed in the qualitative research with beneficiaries supported this idea with participants noting that associations will continue as people have seen their benefit.

“Yes, the association could continue but not without monitoring and an effective leader. If an effective person arises and gather all people to continue their activities, I hope we will keep on. We need a competent person that could manage, monitor, and lead our activities.”

- Female, IDI, Balkhab

“Yes (I do think these groups and association will continue), because we have learned how to save money. We learnt some skills and now we can use it to run our business. We can save money and buy new tools from our savings and increase our income. We can help our colleagues if necessary.”

- Male, IDI, Sancharak

Beyond the SHGs and associations, it is the survival of the business' that will be the strongest driver of the project's results being maintained after the project has finished. On HiH's assessment, during an interview with HiH Afghanistan, the majority of the businesses will survive, but it will depend on the type of business that has been set up, and the person who leads the business. For example, HiH observed that some beneficiaries sold their enterprise start-up kits, in the quest to make 'quick money'. While the number of beneficiaries to sell their enterprise start-up kits were few, there were various reasons why those who chose to do so. For example, some had emergency medical needs and suddenly required cash to pay for services, some were displaced or migrated to Iran and needed quick cash to fund their trip. In very few cases lack of motivation in the creation of enterprises was the cited reason; this lack of motivation stemmed from unrealistic earning expectations from the programme.

According to HiH, those beneficiaries are less likely to maintain their business as they lack the motivation to achieve longer term results, where their business can provide income for their households long after the project has finished. It is not unreasonable for beneficiaries to prioritise short term thinking, given the challenging economic climate, however HiH has tried to persuade these beneficiaries to look beyond the initial period where generating an income can be difficult, and focus on the long-term future of their business.

“I think the businesses will survive – but some might not, and that might be for many reasons. Some even sold their toolkit items. So, motivation is a challenge for some, if they are selling their toolkit as they can see the money in front of them, its short-term thinking. We try to persuade them but are not always successful. We pushed them to go to the self-help group to get a loan and re-purchase the toolkit, they gave it to them. But at the end of the day it's about attitude and motivation.”

- HiH Afghanistan, KI

From the beneficiaries' point of view, they remain relatively confident that they can sustain their businesses, yet many would still like to be engaged with the project as they feel that they need more resources, and more training (specifically in literacy and numeracy). When asked to look at potential challenges in the face of keeping their business afloat, now that the project has finished, beneficiaries noted that the ability to purchase additional resources or supplies may provide difficult, especially if they have not found early success. However, it was also noted that there are options for business operators to draw on the resources available within the community, further pointing towards the potential for a sustainable future for these micro-enterprises. It is not uncommon for beneficiaries in Afghanistan to request that a project continue past the end date; seeking additional resources or training. Given the fact that the majority of responses in the qualitative data were positive in their assessment of whether their enterprises will be sustainable after the project finishes, HiH should be confident that they have provided all necessary resources for these enterprises to continue, despite the requests to continue the project.

“For sure we will keep running our business because it’s a good profession with high income. We lack tools but we are able to buy them from our income.”

- Female, KII, Sancharak

“We should have enough budget to run or expand our business. To expand our business, we need more tools, we should be able to afford all the expenses. Because the project is finished and we aren’t in touch with Hand in Hand staff anymore, we must look elsewhere for help. We can get help from other expert tailors that live here, or if we face challenge we can ask the elders for consult.”

- Male, IDI, Balkhab

In terms of the evidence that points towards the sustainability of the benefits delivered by the project, the feedback from the beneficiaries is positive. They largely believe that the SHGs, associations and their business will continue after the project ends. HiH project staff also remain confident in the sustainability of the project benefits, however they point out that sustainability will primarily depend on the individual who his/her business, or those who lead the SHGs and associations.

4. 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?

According to interviews conducted with HiH staff in Kabul, Mazar and London, no additional resources have been leveraged for this project. However, during September – December of 2017, HiH piloted this association approach to livelihood strengthening in the province of Balkh. This was conducted with support from Gesellschaft für Internationale Zusammenarbeit (GIZ), as a pilot effort for IDPs and returnees, and due to its success HiH has received funding for a larger scale effort for January – December of 2018. While this has had no impact upon the DFID funded project, nor have additional resources been leveraged to affect the scale, delivery or sustainability of the project, learnings taken from the DFID funded project are being applied to this GIZ funded project.

G. Impact

1. To what extent and how has the project affected people in ways that were not originally intended?

As stated above there were a number of ways that people who had been involved in the project had been affected, including increased household income, increased participation in household decision making for women, and increased mobility for women²⁵, however there were effects from the project that were not initially intended by HiH project staff. For example, when selecting beneficiaries, HiH worked and coordinated with community leaders to ensure a transparent process of merit-based participation in the project. This meant that those from low socio-economic backgrounds, and vulnerable groups, were prioritised over those who did not fit this profile.

However, despite this transparent process, there were community members who were not selected who were upset that they couldn’t be involved and tried to negatively influence the selected beneficiaries to not be involved. While this was ultimately unsuccessful, some of those involved petitioned HiH to expand the project so that they could be involved. HiH did not have additional resources to oblige this request but were able to send surplus learning materials to those communities who were not part of the scope of this project, so that they could learn without HiH, using their own resources to hire trainers.

“We were selected because of being poor and being unemployed and being deprived of opportunities, those who were not being selected in this project were upset.”

- Female, FGD, Balkhab

“Those who haven’t been chosen, created disturbances and ran propaganda. They struggled, created challenges and problems, and were upset at being excluded from the project and said that the Hand in Hand office engaged people

²⁵ See table on page 20 for relevant data

through relative relation. We knew this not to be true, and we didn't face any negative consequences because we set out to participate properly in the project."

- Female, IDI, Gosfandi

On the other hand, there were also unintended impacts that created a positive result. For instance, HiH Afghanistan project staff recalled an example where some neighbouring communities, whose community members were not involved in the project, requested for HiH to implement the project in their respective communities. While this could not be accommodated due to the financial resources available in the project, HiH was able to provide literacy books and some stationery to some of communities who expressed their interest. The communities used these books and stationary items, and ultimately committed to hiring their own trainer, using their own financial resources to do so.

"There was a lot of request to be involved in this project from other communities. They asked HiH to support them. There was an example of one community who wasn't involved in the project, asked for any extra literacy booklets so they can learn on their own, so we gave them what we had left over. They then paid for their own teacher."

- HiH Afghanistan, KII

2. To what extent and how has the project build the capacity of civil society?

According to HiH Afghanistan staff, this project did not have any activities that aimed to build the capacity of civil society. HiH Afghanistan did not have any local partners that helped to implement the project.

"No, there was no capacity development of CSO, nor was there any plans to do so in this project."

- HiH Afghanistan, KII

3. How many people received support from the project that otherwise would have not received support?

According to data provided in HiH's logframe, the project managed to economically empower beneficiaries to create 13,317 new jobs, with 9,779 households directly supported by the project, of which 9,700 households saw at least some increase in their gross annual household income. There were no other livelihood support programmes implemented in Sarepul that targeted these particular areas during this time period.

According to interviews conducted with Save the Children and ZOA in Sarepul, Save the Children works in Sancharak, but not in Gosfandi or Balkhab, while ZOA works in the provincial centre, with neither NGO conducting livelihood projects in HiH's target districts.

"We have built schools. We do not have training centres, but HIH organisation directly works with the poor people and provides capacity for them in different things. Our activities are for public utilities, but HIH project works home by home"

- ZOA, Sarepul, KII

When directly asked whether the members of their community would have been able to find jobs or start businesses without HiH's support, community leaders were emphatic that the project has had a major impact on job opportunities in their community, with the case study below providing a snapshot of the type of impact the project has had on beneficiary's job prospects.

Figure 5 Case study 2

Rahima, 19, from Kelkaba village of Balkhab district, joined the Etifaq Self-Help Group. Her family lived in poverty and she was not able to afford to buy books or pencils to support her education. Through the project she received vocational training on beekeeping and one box of honey bees and basic equipment such as protective hat and gloves, in her enterprise start-up kit. She says "The training and enterprise start-up kit helped me kick-start my business, now I have three boxes of bees and produced 15 KG of honey last season." she added "this year I completed high school and I already have a business. I have my own saving; I am helping my brother to continue his education."

4. To what extent has our Theory of Change been demonstrated as set out above and in our logframe?

As mentioned above in section 1 of this report, HiH's Theory of Change for this project has 4 stages:

1. Mobilise to create community groups made up mostly by women who support each other, save together and learn together.
2. Train group members to develop small businesses that make the most of their skills and potential.
3. Provide entrepreneurs with the enterprise grant based essential enterprise start-up kits.
4. Help entrepreneurs scale up their businesses by connecting them to larger markets.

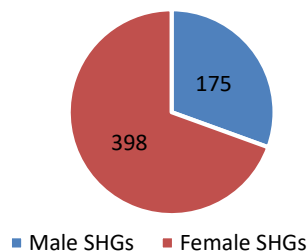
With regards to the first phase of this Theory of Change, according to the final project logframe, HiH successfully established 573 Self Help Groups (SHG), of which the majority (69%) were female only. On average, £37 has been saved per SHG, and 9,712 SHG members have been taught group management, demonstrating that phase 1 of HiH’s Theory of Change has been carried out. These results were further verified, with 97% of survey respondents stating that the SHG has helped them save money. Moreover, qualitative data revealed an overwhelmingly positive response from participants when questioned about the benefits of the SHGs.

“We were working together and collecting fifty Afghanis each month. We came together, supported each other and shared information”.

- Female, FGD, Balkhab

Figure 6 Male and Female Self Help Groups

Male and Female SHGs



For the second phase of HiH’s Theory of Change, the project was to train group members and help them make the most of their skills and potential. This was clearly demonstrated in the project outputs with 9,668 beneficiaries trained in micro-finance and business development services, 2,154 receiving numeracy and literacy training, 8,965 receiving targeted vocational training, and 9,160 trained in market linkages and value addition, with the vast majority of both male and female beneficiaries who participated in these trainings receiving a pass mark. The helpfulness of these trainings was verified by findings revealed in ATR’s survey, with 98% of respondents stating that the trainings were helpful for them to either find a job, set up a business, or enhance an existing business.

The third phase of HiH’s Theory of Change was to provide entrepreneurs with enterprise start-up kits. According to HiH’s project logframe, 9,213 beneficiaries (6,696 f; 2,517 m) received these enterprise start-up kits as part of the project. According to quantitative data collected by ATR, beneficiaries were overwhelmingly positive when assessing whether these enterprise start-up kits were helpful in starting their business, with 84% of survey respondents saying they were helpful, 14% saying they were ‘somewhat’ helpful, and .5% saying they were not helpful. Of the 39 people who said they were not helpful, all received toolkits related to livestock. These findings were further supported by qualitative evidence, where FGD and interview participants identified that the enterprise start-up kits were a key factor in beneficiaries starting their businesses.

“Yes, I received a toolkit for my sewing business. The toolkit eased our work and we were able to save more money. Now I have been able to buy a new machine, I mean a more advanced one. This has helped my business even further.”

- Male, IDI, Sancharak

The final phase of the Theory of Change was to help entrepreneurs scale up their businesses by connecting them to larger markets. Firstly, as stated above, 9,160 beneficiaries received training in market linkages and value addition, with 95% of females and 89% of males receiving a pass mark in this training, which was verified in ATR’s

survey. In terms of the ability of entrepreneurs to scale up their businesses, HiH recorded that 93% of beneficiaries who reported increased competitiveness through improved sales of products and services.

Therefore, with regards to HiH's performance to demonstrate its Theory of Change, and record this within in its logframe, the project team has ultimately been successful. All four phases were carried out under the ultimate successful goal of 'reducing poverty and gender inequality in Sarepul province of Afghanistan', as the overwhelming majority of beneficiaries saw increases in their annual gross household income, and the number of women since the start of the project who report to have greater input into decision relating to how this household income is spent and reported overcoming barriers in accessing markets has also increased.

It should be noted that the Theory of Change in the RFP shared with ATR, outlines only a Theory of Change from activity to output, without sufficient logic demonstrating how these outputs result in project outcomes, and ultimately the project impact. However, a better understanding of the Theory of Change has been gleaned from the project log frame, where a connection is made between activities, outputs, outcomes, and impact.

5. To what extent did the project mainstream gender equality in the design and delivery of activities (and or other relevant excluded groups)?

Undoubtedly, this project's approach to gender equality has been a signature aspect of its implementation. With 70% of the target beneficiaries being female, and the overall aim of the project to reduce poverty and gender inequality in Sarepul province, it can certainly be said that this project has set out to address gender equality in its project approach. The project mainstreamed gender equality continually throughout the project, taking into account the needs, capacities, and agency of men and women, and adapting the project approach to maintain this. To what extent HiH was able to do this successfully through the design and delivery of the project, one must look at the activities undertaken to gain a better understanding.

According to HiH's logframe there were a total of 10 activities carried out, under the 4 outputs. Under output 1, where the aim was for poor rural women and men to be better able to organise themselves into efficiently run Self-Help Groups, HiH facilitated the formation of these all female and all male groups, provided group members with training, and facilitated internal group lending. By having all female, and all male, SHGs, HiH was able to mainstream gender equality from the beginning of the project activities, moreover, the training provided to female SHG members was conducted by female facilitators. As such, this output, and its associated activities had a strong gender equality mainstreaming element.

For output 2, where the aim is for SHG members (men and women) to have increased knowledge and skills to establish new, or enhance existing income generating activities, HiH was able to provide SHG members with training in microfinance and business development services, provide literacy and numeracy training, and provide SHG members with hands-on vocational skills training. Once again all of these training activities were provided to females by a female facilitator, and to males with a male facilitator, demonstrating the gender equality mainstreaming component.

Under output 3, HiH aimed for SHG members (men and women) to establish new, or develop existing micro-enterprises enhancing their ability to generate an income with inputs from the project, by distributing enterprise start-up kits. Enterprise start-up kits were tailored for specific vocations, so that beneficiaries would have the necessary resources to start their business in their chosen field. While this did not necessarily have a gender equality mainstreaming component, the fact that enterprise start-up kits were tailored for specific vocations, meant that men and women both received the required resources that were specific for their needs.

For output 4, where the aim was for SHG member to benefit from improved market linkages and increased competitiveness of products and services, members were provided with training in market linkages and value adding technical training, district level associations were formed and provided with training, and cross-fertilisation

visits were carried out between SHGs. 9,160 SHG members received training in market linkages, of which 6,651 were female, 43 associations were established, of which more than 60% were female, and 2,689 SHG members participated in cross-fertilisation visits, 2,002 of which were female, and 687 male. This suggests that for this output, the activities undertaken by HiH had a strong gender equality mainstreaming element. These cross-fertilisation visits were aimed at fostering interactions between beneficiaries and for sharing of knowledge and experiences. It was intended to improve decision making for members of SHGs to start enterprises, learn new techniques for productivity, learn how successful entrepreneurs were selling their products, and how they can increase their income from their enterprises. They were undertaken in beekeeping, poultry, livestock, tailoring, curtain sewing, agriculture (wheat cultivation), wool spinning, carpentry, embroidery, handicraft, horticulture, tinsmith, and beautician enterprises.

Beyond these activities, there were other ways that HiH was able to mainstream gender equality in this project, for example, HiH was able to track the progress of all its indicators for both men and women, giving them a clear indication in how they were performing ensuring both men and women formed SHGs, participated in training, and received enterprise start-up kits. The monitoring of these indicators was undertaken by both men and women, which provided gender disaggregated data.

With a primary focus upon women for this project, including a 70% target of female beneficiaries, HiH had to make sure there would not be any negative reaction from the community, particularly from male community members. As such, they undertook gender sensitisation meetings with male community members to help them understand the benefits of targeting women for this project, and how it could improve livelihoods of participating households. According to HiH, there was no backlash from the community towards the project for adopting this approach. This was further supported by qualitative research conducted by ATR, where interview and FGD participants remarked that those women involved in the project were mostly supported by their fellow community members. However, some participants noted that at the start of the project there was some negativity towards women being involved but was quickly mitigated by HiH project staff through the sensitisation meetings.

“Interviewer: *Have there been any bad feelings towards women who participated in this program?*

Interviewee: *No there wasn't. In the beginning there has been some bad feeling towards HiH and the people involved, because people didn't trust them, but time helped everything.”*

- Female, IDI, Sancharak

“People opposed from the beginning of the project, but we campaigned against them with help from Hand in Hand, and told them to not to tyrannise poor women, after that even those who rejected the project once again decided to join the project and understood about significance of the projects.”

- Female, FGD, Balkhab

With regards to how HiH was able to mainstream the equality of other vulnerable groups in this project, from the selection of beneficiaries it is clear that those from a low socio-economic level and vulnerable groups including female headed households, those living with more than 3 children under 5, and those living with a disability were prioritised, as was verified by ATR. Female headed households were also a target for this project, with the case study below demonstrating how HiH has included these vulnerable groups. For ethnic minorities, the majority of the project beneficiaries were Hazara, especially in Balkhab, yet there were also Uzbeks, Tajiks and Pashtuns involved.

As outlined above, this project had a strong mainstreaming of gender equality component, and other vulnerable groups, in the design and delivery of activities, from the selection of beneficiaries, to the training provided, to monitoring of progress, and in the gender-sensitisation undertaken with community members.

Figure 7 Case study 3

Shah Bibi is 38 years old and has 4 children, lives Khorasan village of Gosfandi district, Sarepul province. “My husband used to work in market as wage worker and 8 years ago one day he left home and never came back, we have searched him a lot and we couldn’t find him”. After Shah Bibi’s husband was lost, she had to take the lead in family. She never went to school nor had many skills to earn an income. She joined the local HiH SHG and attended the training specializing in handicrafts. After the training she received her weaving kit. “I choose handicrafts because there is good demand both in winter and summer”. Now Shah earns 5000 AFN/£52 a month. This allows her to save for the future and to send her children to school.

6. Has the programme had any impact on household and community gender dynamics, intended or unintended? Specifically looking at changes to:

To determine the impact of the project on household and community gender dynamics, ATR collected qualitative and quantitative data from beneficiaries, community leaders, and external stakeholders in the target areas. Questions were asked in interviews, FGDs and in the survey on how the project has impacted gender dynamics in the 5 key areas discussed below.

a. Men's attitudes towards women

Findings from the FGDs and interviews with beneficiaries, reveal that both male and female participants had noticed many positive changes in men’s attitude towards women in the community and their respective family units. For example, male participants remarked that they feel more comfortable in supporting women to participate in the workforce and access markets. Males noted that female’s participation in the workforce can lead to positive outcomes for the whole family unit. It is not known whether these positive attitudes towards women were shared by those not involved in the project.

“I thought that I am the one who should feed the family and my wife shouldn’t work outside. But now I know if we want to improve we should let all family members burst their skill and creativity. In fact, a successful man has a successful woman by his side, and it is the same for a successful man. At the first men didn’t have good attitude towards their women in this community but fortunately it changed a lot and got better.”

- Male, IDI, Sancharak

Females also shared a number of positive anecdotes regarding the changes in men’s attitude towards women. Specifically, they noted through education and exposure to the project, males have become more accepting of women participating in the workforce and moving about the community in pursuit of their vocation.

“At first women faced many challenges, but as time went by everything got better. They convinced their men to let them work outside and that they can handle any profession.”

- Female, IDI, Sancharak

“This program has really changed men’s interaction with us. Men were also participating in literacy courses which changed their perspectives and minds about women.”

- Female, IDI, Balkhab

“Men are more optimistic about women after Hand in Hand project, because men were thinking women as a weak human, but after improving the projects, men’s thought have been changed positively”

- Female, FGD, Balkhab

b. Decision-making, regarding income spent and other key decisions

According to HiH’s logframe data, by the end of the project 6,968 female beneficiaries reported that they have active input into decisions relating to how additional income is spent their households. ATR was able to verify this through the survey conducted, where 368 female respondents (98%) said that since being involved in the project, female’s role in decision making in their household had increased, 93% of male respondents agreed with them. This was further supported with evidence collected during the interviews and FGDs with beneficiaries, with the majority of respondents noting that women do play an important role in the decision-making process.

However, it was not universal, with some participants, declaring that the head of the household makes the decisions on how income is spent, and that it is usually a man. It is worth noting that the participants could not definitively state that it was the project that had impacted who makes the decisions in the household regarding how income is spent.

“My husband and I make decision together.”

- Female, FGD, Sancharak

“It is not matter of who is taking the decision, it is important to have consultation. If the man makes the decision, he consults with the woman, and if the woman makes the decision, she consults with the man. Without the consultation and coordination there will be no progress in the family.”

- Male, FGD, Gosfandi

HiH project staff had also noticed greater influence of female participants in the target communities with regards to family decision making, and their ability to access markets.

“We saw in our own observances and discussions, that women now have more influences over family decision making; they have better access to the market. They have better control over spending”.

- HiH Afghanistan, KII

c. Female participant mobility

ATR surveyed beneficiaries to better understand if any changes have resulted in regards to female participant mobility since the start of the project. From the responses collected, 96% of females, and 92% of males noted that there had been an increase in females who participated in the project’s ability to move around the community. This was further supported by the qualitative evidence collected, with both male and female participants from all three districts noting that women have enjoyed greater mobility; using it to access markets for their businesses, and to meet as a Self Help Group.

“There are a lot of changes. In the past women could not get out of the home, and could not go to the market, but now it is good situation for women.”

- Male, FGD, Gosfandi

“Yes, women are more mobile. For example, there are the women’s groups that are led by women, and the women themselves have the leadership of their groups, so they call meetings are women are able to attend.”

- Male, IDI, Gosfandi

“This project has also impacted on our social life. In the past we used to be home all day, but now we are more in touch with people and become more social”.

- IDI, Female, Sancharak

Other NGOs working in Sarepul had noticed positive results regarding female mobility, yet HiH Afghanistan’s observations suggest that female mobility is not universal across all communities and districts, with progress being slower in Gosfandi and Sancharak compared to Balkhab. This could be attributed to the fact that those from Balkhab were mostly Hazara, who are known to provide greater opportunities for female participation in community related activities.

“Due to HIH project women have become self-sufficient and they do not need the help of their husbands. Widow women no longer beg. The women do not need help of anyone, because they have found employment for themselves through this (HIH) project”.

- ZOA, KII, Sarepul

“Some communities are more free than others. For example, Balkhab was an area that there was a lot of women’s freedom. But in Gosfandi and Sancharak it was less so, but there was slow progress.”

- HiH Afghanistan, KII

Presently, due in part to the project's activities, men in the target communities have largely presented a progressive mind-set towards women's increased mobility, thanks to positive changes seen in their socio-economic status. With women being able to bring in additional income for their families, men have been supportive of the increased female mobility. If this increase in income is sustained, it can be assumed that the positivity shown by men to women in the community will be sustained with it. From the qualitative data, it was found that males could see the benefits of women's engagement in this project. Men stated that it was women's ability to bring more money into the household, brought about in part by their ability to move more freely in the community, that they were happiest about. If this can be sustained, then there is evidence to suggest that increases in female mobility can also be sustained.

"Men are happy with this project. They have seen women making money, and helping their families"
 - Male, FGD, Gosfandi

"Yes, men respect their women, as women manage to do their responsibilities. There isn't any problem with this project, as women are bringing in more money and are carrying out their duties in their house."
 - Male, FGD, Sancharak

d. Female participant self-image and confidence

Female survey respondents were also asked about any changes they had noticed in their self-confidence as a result of being involved in this project. 98% of female respondents noted that it has increased since the beginning of the project. Self-confidence was defined as being how happy and self-assured females felt to participate in community life. Female FGD and interview participants reinforced this finding, with the majority noting that they and other women in their community who participated in the project feel more confident. Some participants noted that this has spilled into other aspects of their lives, as they apply the skills learned in the training. Women remarked that this arose from participating in the project as they attended trainings, learned new skills and gained confidence to participate in social activities.

"I feel the confidence to move on and run my business."
 - Female, FGD, Sancharak

"Women find job opportunities and most of them are employed. Women feel more confident to attend meetings and take part in social activities. This program was very beneficiary for women."
 - Female, FGD, Sancharak

"This project has increased women's confidence to do other works in addition to house holding. They attended the literacy courses and now they know how to elect houses' rules or how to cultivate hens for a higher yield."
 - Female, IDI, Balkhab

e. Any negative unintended impacts on women or girls

From the qualitative research collected through interviews and FGDs conducted with beneficiaries across the three districts, the overwhelming majority of participants stated that there were no negative impacts upon women or girls. However, there were some who noted that there were some negative attitudes towards women at the start, but they were dealt with during the project as people better understood what HiH was trying to do. These negative attitudes were also noted by HiH, where they saw some conservative people raising questions about what the project as doing with young female beneficiaries. These questions were addressed by project staff through a gradual desensitisation.

"We had good results in this project because we cooperated and helped each other, and men didn't oppose women of participating the project."
 - Female, FGD, Balkhab

“No, neither we saw bad things nor we heard any bad feelings. No one said anything negative about the contribution of women in this project, because the HIH staff were from our districts and they were honestly consulting us.”

- Male, IDI, Balkhab

Participants were also asked explicitly if women had been negatively impacted by the project, due to the fact that had to participate in the livelihood project, impacting their time to devote to household duties. Positively, female participants stated the project was flexible to the demands of their household work, and that they did not experience any backlash by having to juggle their domestic duties with those of the program.

“I managed my time to do my household work and also join the training. It wasn’t a big issue; we could handle both simultaneously.”

- Female, FGD, Sancharak

Interviewee: *No, I do not see any negative consequences (for women involved in this project towards their duties at home).”*

- Male, FGD, Gosfandi

PART 4 – CONCLUSIONS AND RECOMMENDATIONS

A. Conclusions

1. Summary of achievements against evaluation questions

This End Term Evaluation had three areas to report on:

1. *The activities and indicators, their outputs compared against the 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 the research questions provided.*

From the data collected by ATR through the survey, FGDs and interviews with beneficiaries, interviews with HiH staff and external stakeholders, and thorough desk review, ATR has found that indicators presented in the HiH logical framework are both accurate and fair. HiH has undertaken a series of activities over the past three years that has led to 9,700 households experiencing a positive change in annual gross income, 6,968 women reporting that their ability to participate in the decision making of their household has improved, and 13,317 new jobs were created. While there is a lack of data on the impact of the project for impact indicators 1 and 2, due to the fact that the Afghan Living Conditions Survey has not been updated, the project can be seen as success with all outcome indicators having been achieved.

With regards to the management response to the Mid-Term Review, HiH was recommended to undertake a number of measures so as to not impede, and ultimately improve, project implementation. This included:

Table 5 Summary of Mid-Term Recommendations

Mid-Term Recommendations	Status
Addressing security understanding in target areas	Completed – project recruited locally to reduce risk of long distance travel and increase community level security protection. Project also keep up to date with security developments.
Ensuring that environmental hazards were taken into consideration	Complete – the project covered this in the trainings provided in regards to environment resilience, DRR, and food security
Better engage male members of the community to desensitise them to female participation	Complete – sensitisation sessions were held with male community members to understand the approach to gender equality
Improving SHGs ability to maintain their group records	Complete – trainings were held on group management
Improving SHGs leadership capacity	Complete – trainings were held on group management, and re-elections were held in SHGs
Conducting a review of SHGs saving practices, to find the root causes of why some SHGs struggle to save	Unknown - ATR did not find any evidence pertaining to a review of SHG saving practices in the secondary data provided
Ensuring that VEFs only lead one type of vocational training	Complete – HiH ensures that VEFs only carry out one type of vocational training where possible
Finding ways for beneficiary enterprises reach markets beyond the local market	Complete – HiH has helped beneficiaries linked to local markets, but could do more to link them with more regional markets including Mazar and Kabul

Of those recommendations where the scope of this ETE was able to determine, HiH was able to satisfactorily follow through on these recommendations and therefore improve the implementation of the project. However, ATR did not find any evidence pertaining to a review of SHG saving practices in the secondary data provided. That is not to say that this was not addressed by the HiH management, but simply that evidence could not be obtained during this ETE that demonstrated a review of the SHG saving practices.

Insights on the project utilising the DAC and UK Aid priority criteria, have been provided in the findings section above.

2. Summary of achievements against rationale for UK Aid Direct funding

The rationale for UK Aid Direct funding has been to reduce poverty and gender inequality in Sarepul Province of Afghanistan by improving household income and financial resilience for rural women through enterprise and job creation, as stated in the project title. What the project has achieved in this regard is summarised below and has been further analysed in the relevance evaluation questions, within the findings section, using the Sustainable Development Goals as a framework.

- 13,317 new jobs, were created as part of this project.
- Those who received support from HiH, 9,700 households experienced a positive change in annual gross income, suggests the project has had a positive effect on poverty reduction in the target districts.
- 6,968 women (99% of fem. beneficiaries) report that they have active input into decision relating to how additional income is spent in their households.
- 6,968 women (99% of fem. beneficiaries) report progress in overcoming barriers in accessing markets.

3. Overall impact and value for money of UK Aid Direct funded activities

As stated above in the findings section, the overall impact the UK Aid Direct funded activities cannot definitively be determined, without the use of a counterfactual. However, this ETE has used quantitative and qualitative findings to identify observed changes from beneficiaries, stakeholders, and project staff. According to this evidence, there have been a number of results that have happened, including 9,700 households experiencing a positive change in annual gross income, 6,968 women reporting that their ability to participate in the decision making of their household has improved, and 13,317 new jobs were created.

With regards to value for money of UK Aid Direct funded activities, HiH has implemented a number of value for money techniques directly related to their work. For example, the use of an enterprise start-up kit approach, as opposed to the provision of loans, has allowed the project to save money per beneficiary and provide them with more resources to start their business than could have been possible if individual cash grants were given. Moreover, through staffing decisions HiH has provided value for money, with VEFs sourced directly from the communities that were targeted, and paid only for days worked, not as permanent staff. Both factors helped to reduce staffing costs, and ultimately allow for more resources to be provided to beneficiaries.

B. Lessons learnt

1. Training

From ATR's quantitative and qualitative research, there were a number of recommendations provided by beneficiaries, HiH staff, and external stakeholders. During the survey, ATR asked beneficiaries about the trainings conducted, according to beneficiaries, the most helpful training was the microfinance and business development training, followed by the vocational skills training, as can be seen in the table below. Interview and FGD respondents noted that the trainings where they could see a specific connection between the training and making money where their most preferred. For example, vocational skills training was preferred as participants received the skills to run their businesses, and business development training gave them knowledge to make the step into enterprise establishment.

“I attended vocational training in sewing, and because of my interest and enthusiasm I learnt many things about sewing in a short length. I learned how to set up my business too, and now I have my own shop with some apprentice and very happy with my job.”

- Male, FGD, Sancharak

Table 6 Most helpful trainings according sampled beneficiaries

Training	Most helpful	Female	Male
Group management	14%	15%	13%
Microfinance and business development	31%	34%	26%
Literacy and numeracy	11%	11%	10%
Vocational skills	25%	22%	32%
Market linkages and value addition	16%	16%	15%
Don't know / no response	3%	2%	4%

ATR also asked beneficiaries how these trainings could have been improved, with longer training (73% of respondents) and more financial support (70%) identified as the most popular areas that HiH could improve the project trainings. From the qualitative research, the request for longer trainings was raised throughout the interviews and FGDs with beneficiaries, as well as a more general request to have the project continue running. Overall, the beneficiaries were happy with how the project has been run and could not provide too many concrete recommendations. Beneficiaries also wanted the scope of the project to be increased, so that more people in the community could participate in the trainings and receive the resources.

“The training length was okay. Our class was from 1 to 3 or 3:30. And I think it was enough. But we have different people with different ideas. Maybe it wasn't enough for others. Maybe for the more technical vocations, they could be trained longer, especially those who did not have the experience.”

- Female, FGD, Sancharak

“I think the program should go for six months; some people can get the skills in three months and start the work after that, but others cannot, so they should exceed it. They did give us the materials to make the clothes, but in three months, we cannot do as it is the market demands.”

- Male, FGD, Gosfandi

Training length, including the length of sessions and the overall program, could be increased in the next iteration of this project, particularly for those professions where the skills needed to master can take longer than others (e.g. tailoring). HiH could conduct a capacity assessment of the beneficiaries at the start of the project, and provide a tailored training package for individuals, so that they can all reach the same capacity by the end of the training in their chosen vocation. This would require additional resources for HiH but could help the level of engagement from each beneficiary, as well as help to ensure a standard capacity is reached for each beneficiary.

2. Gender

To better understand how this project has contributed to women’s empowerment and social change in the community, HiH could explore ways to collect data throughout the project that better informs the evaluation. Currently the project collects economic data that provides a clear indication of where results have been achieved in improving the economic empowerment of beneficiaries. For women’s empowerment, and the social change the project is trying to achieve, HiH could collect periodic data that helps to highlight the changes seen. For example, HiH could conduct a panel survey throughout the project life cycle that would allow project staff to see changes in perceptions towards women’s mobility, and decision making in the household. A gender analysis should be conducted prior to the project’s commencement, so that the panel survey could be properly conducted within the cultural context of the target districts. This data should then be compared with a control group, to better determine the origin of project’s results. This opportunity for a more gender focused approach to the project and its evaluation was shared by HiH International.

“We could have done more on the gender analysis throughout the project. We want to know more about the gender and power dynamics from the start. Then we could design the approach more on these findings. The staff

would be need to be able to see the impact of the intervention, using a gender lens. Not just economic empowerment lens. That is what we know we need to have. Staff have learned more about the impact of their work and what they should report on.”

- HiH International, KII

3. Partnerships

As this project was implemented entirely by HiH and its team in Afghanistan, there were no opportunities for civil society capacity building. HiH raised the idea that local community-based organisations, or government agencies, could help provide some of the trainings to beneficiaries and receive capacity building support from HiH. HiH would still lead on establishing the associations and SHGs, as well as the provision of enterprise start-up kits and technical vocation training, but the basic training package, including literacy and business development, could be supplied by civil society or local organisations. This could also be a more cost-effective way to implement the project, but a cost/benefit analysis would need to be conducted

If there is an organisation or govt who can provide the numeracy training, or BD training. We are happy for them to do it. We will do the vocational training, and let them do the basics, as there is no need for us to come in and take away something that is already there.

- HiH Afghanistan, KII

C. Recommendations

1. As some vocational skills are more technical than others (e.g. tailoring), beneficiaries have recommended that the training provided for highly technical vocational skills should be increased (more than 6 months). This will allow them to better master the technical skills needed to compete and prosper in the market. It is recommended that HiH conduct a feasibility assessment of increasing the length and depth of training for technical vocational skills.
2. Beneficiaries who are involved in this project have varying levels of capacity. As such, the training offered to them should meet this capacity so that they do not either fall behind or have their time wasted on skills they have already developed. It is recommended that HiH conduct a capacity assessment of future beneficiaries so that they can be placed in the appropriate class level for their capacity, and a training packing can be better tailored to their individual capacity needs.
3. For women and young females aiming to start or grow their business, connections to the market are crucial. Due to cultural and security barriers, women’s access to the bazaar, and to wholesalers who may purchase their products is limited. As such, it is recommended that HiH build on its existing association model and make arrangements for wholesalers and market vendors to visit the training centre, so that women can make formalized connections with them in a culturally appropriate environment.
4. Conduct a gender analysis prior to the start of project activities, to better understand gender dynamics in the community, and to inform gender evaluation of the project.
5. Collect periodic gender focused data throughout the project using a panel survey of target beneficiaries, to better understand the impact of the project from a gender perspective.
6. In future iterations of this project, especially in areas that are not as remote as Sarepul, it is recommended that HiH conduct a cost/benefit analysis for CSOs to provide basic training package instead of HiH Afghanistan, in order to reduce costs, increase local ownership and civil society capacity building.
7. It is recommended that HiH meet with CSOs based in target areas, and propose that in future iterations of this project, they can undertake basic level training package, and support community engagement activities, so as to reduce costs and risks associated for HiH in the field. Having CSOs that are directly tied to the community can also help to reduce the risk of community tensions that might arise from those who are not chosen as beneficiaries. While this work has been supported by VEFs in this current project, further CSO engagement, which may have more structural representation in the community, could support this important activity.

8. Having community based CSOs to deliver basic training packages and support on community engagement can also help with the sustainability of the project. As these CSOs are likely to be based in the communities themselves, beneficiaries can approach them after the project has finished for guidance on further enterprise growth, market access ideas, and general problem solving.
9. Community based CSOs are also more likely to be able to remain aware of security developments in the area, as they have a direct link with communities who can share information in this regard and can represent the project in security briefings given by government or other organisations in the area. HiH will need to remain aware of the changing security context throughout the life of the next iteration of this project, but by having a locally based CSO to help with the implementation, information directly from the field can be better collated and analysed.
10. With the success of this project, and its approach to vocational skills training and enterprise building, it is recommended that HiH engage in the advocacy efforts to improve vocational training in Afghanistan. With multiple NGOs and agencies, including government, who operate in this space, the success of vocational training packages varies across the sector. As such, it is recommended that HiH develop communication and advocacy documents on effective ways to provide vocational training. This will give HiH an opportunity to impact job development in Afghanistan at a larger scale.

ANNEXES

A. Summary of findings according to OECD-DAC criteria

Category	Question Answered	Result
1) Relevance	1. To what extent did the grantee support achievement towards the SDGs?	SDG 1: No poverty - 9,700 households experienced a positive change in annual gross income SDG 5: Gender equality - 6,968 women report a positive change in their mobility and their ability to participate in the decision making
	2. To what extent did the project target and reach the poor and marginalised?	HiH targeted both poor and marginalised people to be beneficiaries of this project, with the selection of beneficiaries confirmed through a Participatory Rural Appraisal (PRA), and through outreach meetings with District Development Assemblies (DDA) and Community Development Councils (CDC).
	3. How well did the project respond to the needs of target beneficiaries, including how these needs evolved over time?	HiH was able to successfully respond to the needs of these marginalised groups through the design of training, selection of vocations, and forming of Self-Help Groups.
	4. 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?	Beneficiaries were involved at multiple stages throughout the project, including during beneficiary selection, and in the design and delivery of trainings. External stakeholders, including community leaders and government departments, were also fully engaged throughout the life of the project.
2) Effectiveness	1. 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.	HiH reported a fair and accurate record of achievement for the outcome and output indicators.
	2. What has happened because of DFID funding that wouldn't have otherwise happened?	As a result of this project there have been a number of results that have happened, 9,700 households experienced a positive change in annual gross income, 6,968 women reported that their ability to participate in the decision making of their household has improved, and 13,317 new jobs were created.
	3. To what extent has the project used learning to improve delivery?	There were numerous times that HiH used learning to improve project delivery, including through quarterly review meetings, annual reporting, and through feedback mechanisms established within the target communities. These learning mechanisms helped to improve project activities, specifically

		in regards to how the adoption of the enterprise start-up kit approach.
	4. What are the key drivers and barriers affecting the delivery of results for the project?	There were a number of key drivers affecting the delivery of this project, including the popularity and relevancy of the project for both men and women, the level of ownership over the project enjoyed by target communities, the provision of tangible resources (enterprise start-up kits), and the flexibility shown by HiH during implementation. The project also had to overcome a number of challenges during implementation including insecurity, hazardous weather, remoteness of some communities, staff turnover, negative feedback from those not involved, and the shift in mentality required in the community from a humanitarian approach to a long-term development approach.
3) Efficiency	1. To what extent did the project understand cost drivers and manage these in relation to performance requirements?	HiH understood key costs drivers well, especially as they related to the procuring of the enterprise start-up kits, which were sourced in most part from Mazar-i-Sharif. Security and associated transport costs were the key cost drivers. HiH was able to outsource the management of these costs drivers to the supplier, making it a part of the contract to ensure safe and secure delivery of resources to the community.
	2. To what extent did the programme deliver results on time and on budget against agreed plans?	HiH successfully delivered all outputs related to the project on time, and was able to spend 98.9% of its £2,036,388 budget allocated for the three years
4) Value for money	1. To what extent has the overall programme implemented Value for Money principles in its approach? Specifically related to: <ul style="list-style-type: none"> a. Toolkits: Has the programme delivered VFM through the procurement and through the use of the toolkits? How effective were the toolkits? 	HiH was able to implement Value for Money principles in its project approach through the provision of enterprise start-up kits, where money was saved through the bulk purchasing of items. Beneficiaries received more value for money on their enterprise start-up kit compare to if they had simply received a cash grant, as HiH could source the necessary items in a bulk purchase, and negotiate a reduced rate on the items, compared to the cost that would have been incurred for an individual beneficiary to make the same purchase.
	<ul style="list-style-type: none"> b. Staff costs: Has the programme had a sufficient staff cohort to deliver its objectives? 	HiH was also able to implement Value for Money principles in their staffing decisions with Village Enterprise Facilitators (VEF) sourced directly from the target communities, thereby saving costs, and being paid a daily wage, so that none of their days were wasted.
5) Sustainability	1. To what extent is there evidence that the benefits delivered by the project will be sustained after the project ends?	The Self-Help Groups (SHG) and associations have been successful, and likely sustainable, thanks to the common interest between SHG members, including shared assets and shared financial resources. The majority of beneficiaries interviewed felt confident that they were ready to run their business and continue working, despite the fact that the project had finished. They felt that with the enterprise start-up kits received, and the technical skills gained through the training, they could sustain their business, and maintain the increases to household income. The benefits experienced by women in the project, including increased mobility and increased participation in household

		<p>decision making will largely depend upon the sustainability of the new jobs obtained businesses enhanced thanks to the project. As long as households continue to enjoy an increase in annual income, the gender equality benefits should be enjoyed with it.</p>
	<p>2. 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?</p>	<p>Males and females had some collaboration through the associations and enterprises, especially within the market environment. However, there was no collaboration through the Self-Help Groups as they were designed as all-male or all-female.</p>
	<p>3. 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?</p>	<p>93% of beneficiaries think the SHGs will continue after the project has finished. Moreover, as the associations are formally recognised through the Ministry of Justice, with transparently elected leaders, they have reason to continue after the project has finished. Beneficiaries also feel confident they can keep their new businesses and jobs, thanks in part to the training received, and the enterprise start-up kits provided.</p>
	<p>4. 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?</p>	<p>No additional resources have been leveraged from other sources.</p>
6) Impact	<p>1. To what extent and how has the project affected people in ways that were not originally intended?</p>	<p>In terms of unintended consequences, there was some negative feedback from community members who were not engaged with the project. During the initial phase of the project, they tried to undermine those beneficiaries who had been selected. However, beneficiaries remarked they largely ignored the small negative feedback in the community, choosing to focus on their training and enterprise development. Community leaders were also able to calm those who were not involved, as they had been part of the beneficiary selection process</p>
	<p>2. To what extent and how has the project build the capacity of civil society?</p>	<p>There were no capacity building efforts directed towards civil society as part of this project.</p>
	<p>3. How many people received support from the project that otherwise would have not received support?</p>	<p>According to data provided in HiH’s logframe, the project managed to economically empower beneficiaries to create 13,317 new jobs, with 9,500 households directly supported by the project, of which 9,700 households saw at least some increase in their gross annual household income.</p>
	<p>4. To what extent has our Theory of Change been demonstrated as set out above and in our logframe?</p>	<p>The HiH project team has been successful demonstrating its Theory of Change through its activities. All four phases of the Theory of Change were carried out under the ultimate successful goal of ‘reducing poverty and gender inequality in Sarepul province of Afghanistan’, as the overwhelming majority of beneficiaries saw increases in their annual gross household income, and the number of women since the start of the project who report to have greater input into decision relating to how this household income is spent and reported overcoming barriers in accessing markets has also</p>

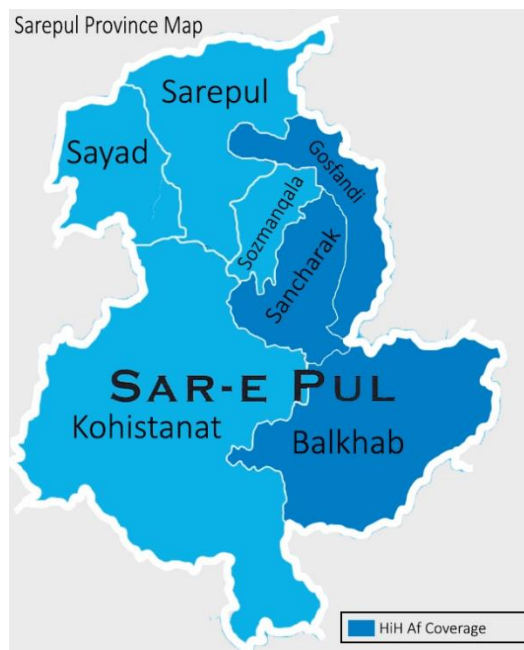
		increased.
7) Gender	1. To what extent did the project mainstream gender equality in the design and delivery of activities (and or other relevant excluded groups)?	The project had a strong mainstreaming of gender equality, and other vulnerable groups, component, in the design and delivery of activities, from the selection of beneficiaries, to the training provided, to monitoring of progress, and in the gender-sensitisation undertaken with community members. 70% of the target beneficiaries were female.
	2. Has the programme had any impact on household and community gender dynamics, intended or unintended? Specifically looking at changes to: <ul style="list-style-type: none"> a. Men's attitudes towards women b. Decision-making, regarding income spent and other key decisions c. Female participant mobility d. Female participant self-image and confidence e. Any negative unintended impacts on women or girls 	The project was also successful in how it changed men’s attitudes to women, with male participants remarking that they feel more comfortable in supporting women to participate in the workforce and access markets. According to HiH’s logframe data, by the end of the project 6,968 female beneficiaries reported that they have active input into decisions relating to how additional income is spent their households, and enjoy greater mobility in the community, and 98% of ATR’s surveyed females noted that their confidence levels had increased since being involved in the project. Female participants stated the project was flexible to the demands of their household work, and that they did not experience any backlash by having to juggle their domestic duties with those of the program.

B. Project coverage area

Figure 8 Sarepul province map



Figure 9 HiH coverage area in Sarepul



C. Methodology

In order to meet the objectives of the end term evaluation of HiH Afghanistan’s project in Sarepul province, ATR used a number of qualitative methods as well as a survey.

1. Primary and secondary data review

ATR carried out a thorough review of project documents, including log frame, reports, project data, and case studies etc. The desk review supported the design of the evaluation tools and provided valuable data and project context to the evaluation.

As part of the desk review and evaluation, ATR reviewed the following HiH project documents:

- HiH International DFID GPAF Impact Proposal Form
- GPAF Impact Grant Arrangement between DFID and HiH International
- GPAF MoU between HiH International and HiH Afghanistan
- HiH International GPAF Risk Matrix Template
- HiH Afghanistan GPAF Logframe
- HiH International GPAF First Annual Report to DFID (includes narrative, financial, due diligence form, and response to letter of findings)
- HiH International GPAF Second Annual Report to DFID (includes narrative, financial, due diligence form, updated logframe, updated risk matrix, and response to letter of findings)
- GPAF Mid Term Review Final Report
- HiH Afghanistan Training Manuals
- Stakeholder Meeting Reports

2. Quantitative data collection

ATR carried out a survey of 757 respondents, including 377 with female beneficiaries and 380 with male beneficiaries. Respondents were selected based upon the beneficiary list provided to ATR by HiH Afghanistan. The sample size in each district was designed based on the proportion of beneficiaries in each district (as can be seen in the table below). The overall sample size allowed for a disaggregation of results by gender, with a confidence level of 95% and a margin of error of 5. In order to account for the 70% female and 30% male breakdown of target beneficiaries in this project, ATR weighted the results based on gender as part of the analysis.

Table 7 Sampling per district

District	Female	Male	Total
Balkhab	186	187	373
Gosfandi	100	101	201
Sancharak	91	92	183
Total	377	380	757

Confidence level of 95% with a margin of error of $\pm 5\%$

The initial sample size was calculated based on an assumption of simple random sampling to identify a representative sample to allow for gender comparisons with a confidence level of 95% and a margin of error of $\pm 5\%$. The calculation to determine this sample size is shown below:

$$\eta = \frac{(\zeta_{\alpha/2} * \sigma)^2}{\varepsilon}$$

Where:

n is the required sample size

$\zeta_{\alpha/2}$ is the critical value, the positive ζ is the vertical boundary for the area $\alpha/2$ in the right tail of the standard normal distribution (1.96)

ε is the standard error (0.05)

σ is the standard deviation. As the standard deviation of the population is unknown, the sample size was calculated using a standard deviation of 0.5 as it is the most conservative estimate which allows for an accurate sample size without knowing the standard deviation a priori.

3. Qualitative data collection

▪ In Depth Interviews (IDIs)

ATR held 18 In Depth Interviews (IDI) with intended beneficiaries in Balkhab, Gosfandi, and Sancharak districts (6 per district, including 3 with males and 3 with females). These beneficiaries were selected following their participation in the house-hold survey. After taking part in the survey, field researchers requested further permission from beneficiaries to participate in the IDI.

▪ Key Informant Interviews (KIIs)

ATR conducted 12 Key Informant Interviews (KIIs):

- 4 KIIs with main project management staff in Kabul, Mazar and London (via skype). These were conducted by the Project Manager.
- 8 KIIs with external stakeholders (including community leaders, NGOs operating in Sarepul, District Authorities and Representatives of Provincial MoEC, MoLSAMD, and MAIL). These were conducted by ATR's Field Team leader, with the following:
 - Save the Children
 - ZOA
 - Community leader Sancharak
 - District Governor Gosfandi
 - District Governor Balkhab
 - Head of MoLSAMD's Department of Sarepul
 - Head of Agriculture, Irrigation and Livestock Department of Sarepul
 - Head of Economy Department of Sarepul

▪ Focus Group Discussions (FGDs)

ATR organised 6 Focus Group Discussions (FGDs) across 3 locations:

- One with males and one with females in Balkhab
- One with males and one with females in Gosfandi
- One with males and one with females in Sancharak

Six to eight participants were selected for each of the 6 focus group discussions. These were conducted with both males and females. Participants were selected according to the criteria provided to field researchers during the 3-day training, using the participant list provided to ATR by HiH Afghanistan.

4. Approach to gender

As a key part of this evaluation was to focus on the project’s impact on gender within the target areas, ATR ensured that the key research questions relating to gender mainstreaming and gender dynamics at the community/household level were addressed within the household survey, KIIs, IDIs, and desk review. ATR ensured that females interview females, and males interview males, so that females felt comfortable providing their answers, and so that cultural sensitivities were not offended.

5. Evaluation questions and data collection plan

Category	Question Answered	Method	Approach / Indicator
1) Relevance	1. To what extent did the grantee support achievement towards the SDGs?	Desk review	ATR will assess how many SDGs the project targeted and look at Afghanistan's progress in these goals throughout the life of the project.
	2. To what extent did the project target and reach the poor and marginalised?	Desk review, IDIs, KIIs, survey	ATR will assess household income and count marginalised groups in survey, to better understand socio-economic status of beneficiaries. ATR will also conduct interviews with HiH project staff for further contextualisation.
	3. How well did the project respond to the needs of target beneficiaries, including how these needs evolved over time?	IDIs, KIIs, FGDs	ATR will ask survey respondents about their assessment of the project with regards to how it addressed their needs. This will be supported by IDIs and FGDs with target beneficiaries. KIIs with HiH project staff will also provide context in this space.
	4. 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?	Desk review, IDIs, KIIs, FGDs	ATR will review the projects documents, specifically the annual reports and log frame to learn about beneficiary involvement. ATR will then interview beneficiaries to learn more about their involvement, and what they felt worked best / didn't work. ATR will interview HiH project staff to provide greater context to beneficiary involvement, and to understand which other external actors were involved in the project.
2) Effectiveness	1. 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.	Desk review, IDIs, KIIs, FGDs, survey	ATR will look at all results achieved in the project and seek out additional sources confirming these. This will come in the form of survey data (ensuring that beneficiaries received training, formed groups etc.), group discussions, and interviews with beneficiaries and community leaders/govt. reps. ATR will also ask HiH project staff to provide further evidence of results achieved where possible.
	2. What has happened because of DFID funding that wouldn't have otherwise happened?	Desk review, KIIs, FGDs	ATR will look at the specific results of this project in the logframe, and talk with beneficiaries, community leaders, and HiH project staff, to understand if these results would have happened if this project had not taken place.
	3. To what extent has the project used learning to improve delivery?	Desk review, KIIs	ATR will interview HiH project staff and ask them about learning practices, looking for concrete examples of how the implementers were able to improve delivery throughout the life of the project. ATR will also look for examples in the project reports.
	4. What are the key drivers and barriers affecting the delivery of results for the project?	Desk review, IDIs, KIIs, FGDs	ATR will look at the project's log frame to first of all determine which results were not delivered as part of the project. ATR will then interview HiH project staff to determine what they see as the barriers and drivers to effective delivery. Finally, ATR will interview beneficiaries themselves about some of the failed and achieved results, to ask about them about the barriers and drivers affecting the delivery of the project.

3) Efficiency	1. To what extent did the project understand cost drivers and manage these in relation to performance requirements?	Desk review, KIIs	ATR will review project documents to understand how HiH considered cost efficiencies in the project, and where efforts were made to reduce or pool costs. ATR will then talk with HiH project staff to provide context and provide examples where efforts were taken by staff to manage cost drivers in the project.
	2. To what extent did the programme deliver results on time and on budget against agreed plans?	Desk review, KIIs	ATR will review the logframe, annual reports, mid-term report, and financial reports to determine if the results were delivered on time as planned, and within budget. ATR will then interview HiH project staff to provide more context on the delivery of project results and budget against agreed plans.
4) Value for money	1. To what extent has the overall programme implemented Value for Money principles in its approach? Specifically related to: <ul style="list-style-type: none"> a. Toolkits: Has the programme delivered VFM through the procurement and through the use of the toolkits? How effective were the toolkits? 	Desk review, IDIs, KIIs, FGDs, survey	ATR will review project documents, including reports, and logframe, to determine how the project used toolkits in its delivery. ATR will then interview HiH project staff to learn more about the use of toolkits in the project. ATR will survey and interview beneficiaries to understand how toolkits were used in the project, and whether beneficiaries found them to be a useful component in their learning.
	<ul style="list-style-type: none"> b. Staff costs: Has the programme had a sufficient staff cohort to deliver its objectives? 	Desk review, KIIs	ATR will review project documents including the annual reports and mid-term report and interview HiH project staff, to better understand staff arrangements on the project.
5) Sustainability	1. To what extent is there evidence that the benefits delivered by the project will be sustained after the project ends?	Desk review, IDIs, KIIs, FGDs	ATR will review the project documents to learn more about the sustainability approach implemented on the project. ATR will then interview HiH project staff to understand how sustainable they think the project can be, and where the weaknesses may lie. ATR will interview key informants in the districts (including community leaders, local NGOs, and govt. reps) and obtain their opinion on the project's sustainability.
	2. 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?	Desk review, IDIs, KIIs, FGDs, survey	ATR will review the project documents, specifically the annual reports, and mid-term report, to learn about the cohesion and collaboration within these groups. ATR will then interview and survey beneficiaries, as well as community leaders, and HiH project staff on the same issue.
	3. 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?	Desk review, IDIs, KIIs, FGDs	ATR will talk with beneficiaries and community leaders to learn about the functionality of the groups created, and what makes them work / not work. ATR will supplement this with interviews with HiH project staff, and any relevant examples in the project reports.

	4. 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?	Desk Review, KIIs	ATR will review the project annual reports and mid-term reports to understand if any additional resources have been leveraged as part of this project. ATR will then interview HiH project staff to see if they can provide any examples of additional resources that have been leveraged. If examples are provided, then ATR will ask HiH project staff about what these resources were used for and if they had any impact on the sustainability, delivery or scale of the project.
6) Impact	1. To what extent and how has the project affected people in ways that were not originally intended?	Desk review, IDIs, KIIs, FGDs	ATR will review the annual reports and mid-term report to look for examples of the project affecting people in ways that were not intended. ATR will also pose the question to beneficiaries and HiH project staff.
	2. To what extent and how has the project build the capacity of civil society?	Desk review, IDIs, KIIs	ATR will review the project documents, including the annual reports and logframe, to find examples of where the project may have built capacity of civil society. ATR will then interview HiH project staff to understand more about civil society capacity development, and finally talking with community leaders and local NGOs (who have been exposed to the project).
	3. How many people received support from the project that otherwise would have not received support?	Desk review, KIIs	ATR will review project logframe and annual reports to determine the number of beneficiaries involved in the project, and the type of support/training they received. ATR will also ask community leaders to see if any other projects were operating in the relevant districts at the same time, that beneficiaries may have been a part of had they not been involved in HiH's project.
	4. To what extent has our Theory of Change been demonstrated as set out above and in our logframe?	Desk review,	ATR will review the theory of change, looking for links and results with the provided logframe and annual reports. The key will be to see if HiH was able to prove the logic of their theory of change in the projects delivery and results.
7) Gender	1. To what extent did the project mainstream gender equality in the design and delivery of activities (and or other relevant excluded groups)?	Desk review, IDIs, KIIs, FGDs	The extent of the projects' design of gender mainstreaming can be determined by analysing the project's outcome and outputs in the project documents, including proposal and logframe. This will then be supplemented by conducting key informant interviews with the HiH Afghanistan and HiH International staff, so that contextual information on gender mainstreaming can be determined. To understand the extent of gender mainstreaming in the delivery of activities, ATR will analyse project documents including annual reports, and logframe progress. This will also be supplemented with data collected from target beneficiaries, and HIH project staff.

	<p>2. Has the programme had any impact on household and community gender dynamics, intended or unintended? Specifically looking at changes to:</p> <ul style="list-style-type: none"> a. Men's attitudes towards women b. Decision-making, regarding income spent and other key decisions c. Female participant mobility d. Female participant self-image and confidence e. Any negative unintended impacts on women or girls 	<p>Desk review, IDIs, KIIs, FGDs, survey</p>	<p>To determine how the project has impacted on gender dynamics at the household and community level, ATR will ensure that questions relating to gender attitudes, female mobility, female self-image, and household decision making etc. are asked during the interviews, surveys and FGDs. This will be supplemented by a thorough reading of project reports, and interview of HiH project staff to further understand any negative unintended impacts on women or girls.</p>
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6. Logic and assumptions of the evaluation

Expected result	Assumptions	Indicator
HiH possesses a detailed understanding of the relevance of their GPAF project	ATR will have access to HiH documents, staff, beneficiaries, and external stakeholders	End Term Evaluation conducted by ATR Consulting
HiH possesses a detailed understanding of the effectiveness of their GPAF project	ATR will have access to HiH documents, staff, beneficiaries, and external stakeholders	End Term Evaluation conducted by ATR Consulting
HiH possesses a detailed understanding of the efficiency of their GPAF project	ATR will have access to HiH documents, staff, beneficiaries, and external stakeholders	End Term Evaluation conducted by ATR Consulting
HiH possesses a detailed understanding of the value for money of their GPAF project	ATR will have access to HiH documents, staff, beneficiaries, and external stakeholders	End Term Evaluation conducted by ATR Consulting
HiH possesses a detailed understanding of the sustainability of their GPAF project	ATR will have access to HiH documents, staff, beneficiaries, and external stakeholders	End Term Evaluation conducted by ATR Consulting
HiH possesses a detailed understanding of the impact of their GPAF project	ATR will have access to HiH documents, staff, beneficiaries, and external stakeholders	End Term Evaluation conducted by ATR Consulting
HiH possesses a detailed understanding of the gender of their GPAF project	ATR will have access to HiH documents, staff, beneficiaries, and external stakeholders	End Term Evaluation conducted by ATR Consulting

7. Evaluation team

Name	Position
Anne Jasim Falher	Team Leader
Jack French	Project Manager
Jane Burke	Quantitative Specialist
Sediq Seddiqi	Senior Analyst
Abdul Nasir Mubarez	Field Team Leader
Halima Mashhoor	M&E Assistant

8. Training of field staff

Field staff (male and female) were recruited from the target districts and were trained in Sarepul provincial capital to collect data in the field (IDIs, FGDs and surveys). Male field staff collected data from male respondents, and female field staff collected data from female respondents.

The training lasted three days and included a variety of practical exercises, including fieldwork on the last day. Field staff were able to get acquainted with the objectives of the project and the data collection tools. They were through the guidelines, with the trainer ensuring that they perfectly understood the sampling plan prior to data collection commencing.

Table 8 Breakdown of field researchers per district

District	Male enumerators	Female enumerators
Balkhab	2	2
Gosfandi	1	1
Sancharak	1	1
Total	4	4

Table 9 Training summary

	Day 1	Day 2	Day 3
Morning Session	<ul style="list-style-type: none"> Introduction to ATR Project roles position descriptions Project timeline Data collection tools overview Selection respondents ATR's quality assurance systems 	<ul style="list-style-type: none"> Role play exercise and feedback Pilot 	<ul style="list-style-type: none"> What is qualitative data? FGD and KII guidelines Review of tools Clarify purpose of questions Review of KII tools Clarify purpose of questions
Afternoon Session	<ul style="list-style-type: none"> What is quantitative data? Survey guidelines Review of tools Ethical considerations 	<ul style="list-style-type: none"> Review & clarification of survey questions Prepare proposed changes to survey questions 	<ul style="list-style-type: none"> FGD techniques Presentation of video on successful FGD techniques Role plays for FGDs and KIIs Guidance on note taking Typical challenges faced in qualitative work

9. Data collection

ATR deployed an equal number of male and female enumerators to carry out data collection, once they had been trained. The team included two women and two men in each district. Data collection for the survey was done through smartphones, using the ODK platform. This allowed ATR in Kabul to verify the quality of data on a daily basis. For qualitative data, field researchers requested from participants the authorisation to audio record the discussions. In addition, for FGDs, one of the enumerators took verbatim notes of the discussion while the other was facilitating the discussion. Qualitative data was then translated from Dari to English.

As ATR emphasises quality control, ATR used a variety of techniques, such as monitoring of data collection, surprise visits and spot checks, rejecting of transcripts that do not meet ATR standards, and peer reviews, to ensure the highest possible quality.

10. Field staff work plan

A work plan was developed for the field staff which provided a guide for them during data collection. The work plan described the following to the field staff:

- Daily targets for field staff, including target by data collection tool and by day;
- List of people/functions and communities/locations where the survey, the focus group discussions and IDIs/KIIs will take place.
- Protocols for data collection and quality assurance measures

11. Analysis of quantitative and qualitative data

Qualitative data was coded into the qualitative data analysis software Atlas.ti. When such tools are combined with a thorough reading of the data, this approach allows for a more rigorous interpretation of qualitative data and a more transparent data analysis process. Quantitative data was analysed through STATA. A major part of the analysis consisted in triangulating primary qualitative and quantitative data with secondary data.

12. Quality Assurance

ATR used a multi-layered information verification system as described below:

- Ensuring quality begins at the onset of the project with the **recruitment of field staff who are trusted** and who have a proven capacity to collect quality data.
- ATR back translated tools to be used in the field, so as to ensure quality of translation into Dari.

- Monitoring during field research was conducted at four levels: by the field monitors, by phone, through announced field visits by ATR HQ staff and through a systematic review of raw data. The monitoring conducted during the data collection phase is further described below:
 - a. **Monitoring officers** crosschecked the activities of field researchers and surveyors everyday through field visits and calling interviewees and FGD participants to validate that interviews, FGDs and surveys were conducted and the data collection tools were used in accordance with ATR's standards.
 - b. The monitoring officers conducted an initial verification of all data collected before it was passed to data assistants for further review. **20% of all the survey forms were randomly selected for cross-checking** blanks and missing data. **All the FGD and interview forms** were checked for quality assurance by the **Project Analyst** in Kabul.
 In order to assure that the surveys, FGDs, and interviews were conducted in the right place and with the right people, 20% of participants within all the mentioned collected tools were called back on their contacts provided in each form. Finally, ATR's analyst and Project Manager triangulated data against the findings from other provinces and rechecked information.

13. Confidentiality

As affected populations must be made aware of the purposes of the information collected, assessment teams were trained to respect the principle of confidentiality, protect their sources, remain sensitive to the feelings of affected populations, and not to make promises they cannot fulfil.

Respondents were notified that no personal data collected as part of this evaluation was to be shared with any parties outside of the evaluators (ATR Consulting) and the client (HiH Afghanistan). As such, no data has been shared publicly or attributed to any respondent directly by name in this ETE report.

Enumerators used tablets to collect data, with surveys automatically uploaded to an online database after each survey has been completed. From there it was checked in real time by ATR's Quality Assurance Manager. As Enumerators do not have access to a completed survey once they have been submitted, it therefore mitigated any risk of data being compromised if any of the tablets were lost or stolen.

14. Ethical considerations

ATR trained field researchers to adhere to the following principles when conducting assessments:

1. **Participation must always be voluntary** and affected persons should be invited to participate in the data collection process by choice rather than participate due to pressure or misinformed perception that they may benefit from involvement.
2. **Information on how, when, where, and with whom the data will be used** must also be shared with community research participants.
3. **Manage participant expectations** regarding potential advantages, or disadvantages, of participating in the research process must be managed carefully to ensure that community members do not develop false expectations about humanitarian support or intervention.
4. Investigators must respect the confidentiality of information sources.
5. **Participants must be made to feel safe** and not be prompted to give information which upsets them, nor have their answers challenged or disputed by data collectors. They should also be given latitude to *not* answer questions if they choose.
6. **Respect the security of persons of concerns involved in an assessment** and be aware that public interaction with external agencies may increase their exposure to protection violations. Do not ask

questions, in particular related to protection, in front of armed personnel, security personnel and officials.

D. Research Tools

1. Tool 1: Survey

Hand in Hand – End Term Evaluation		
Tool 1 – Beneficiary Survey		
INTERVIEW IDENTIFICATION		
I1	Interviewer Code	_ _ _
I2	Day / Month	_ _ _ / _ _ _
I3	Time of Interview -- Start (auto-recorded)	_ _ _ : _ _ _ AM PM
I4	Time of Interview – End (auto-recorded)	_ _ _ : _ _ _ AM PM
I5	District Name	Balkhab Gosfandi Sancharak
I6	Village Name	_____
I7	GPS Stamp (auto-recorded)	
INTERVIEWER INTRODUCTION		
<p>Instructions:</p> <p>(1) Read Informed Consent and OBTAIN VERBAL CONSENT</p> <p>(2) Must complete all coding before you leave the household</p> <p>Guidance notes for introducing yourself and the purpose of the interview</p> <p>Greet the interviewee according to the local culture of the area.</p> <p>My name is _____ I work for an Afghan independent research agency here in Afghanistan. We are working to understand more about Hand in Hand’s project: <i>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.</i> I would like to ask one of the adult members of the household who participated in this project some questions about their experience with the project. Everything you say here today is confidential and your name or details will not be revealed to anyone.</p> <p>The information you provide will help us to determine whether this project has succeeded in its aims.</p> <p>May I continue with the interview?</p> <p>1) Yes</p> <p>0) No.....End interview and replace the household</p>		

End Term Evaluation Questionnaire		
DEMOGRAPHICS		
D1	Name of respondent (write in)	
D2	Gender of respondent (record, don't ask)	1. Male 0. Female
D3	Respondent age-do not read out loud—respondent should give you their age in years, then select the age category they belong to	1. 18-25 2. 26-30 3. 31-40 4. 40-60 98. don't know 99. Refuse (<i>Do not read out loud</i>)
D4	How many people in your family living permanently in this house? Include all adults and children (male and female)	_____ (Provide total household members)
D5	I know this is a sensitive question and I am sorry to ask, but can you tell me if any of the following applies to you personally? Read out loud. Select all that apply	Female headed household Elderly (over 60) as the head of household Child under 18 headed household Have more than 3 children under 5 Physically disabled Mentally disabled (e.g. epilepsy, severe depression, severe Alzheimer's) Anyone in the household with a disease (not including pregnancy) that lasts more than 3 or more months that affects daily activities Drug addict Pregnant Widow Victims of conflict/war None apply 99. REFUSE (<i>Do not read out loud</i>)
D6	I know this is a sensitive question and I am sorry to ask, but before being involved in this project , during the summer months, on average, how much was your household's monthly income? (in AFS) (All members of the household)	_____ (Provide average summer monthly household income) 99. Refuse (<i>Do not read out loud</i>)
D8	I know this is a sensitive question and I am sorry to ask, but before being involved in this project , during the winter months, on average, how much was your household's monthly income? (In AFS) (All members of the household)	_____ (Provide average winter monthly household income) 99. Refuse (<i>Do not read out loud</i>)
Effectiveness		

E1	Did your monthly household income increase since being involved in this project?	No Yes 98. Don't know 99. Refused					
E2	I am going to read a list of project trainings, please identify the ones you participated in, and the ones you received a pass score in?		1. Attended and Passed	2. Attended – but did not pass	0. Did not attend	98. Don't know	99. Refuse
		Group management					
		Microfinance and business development					
		Literacy and numeracy					
		Vocational skills training					
	Market linkages and value addition						
E3	Were the trainings helpful for you to find a job/set up a business/or support your existing business?	No Yes 99. Refused					
E4	In your opinion what was the most helpful training you took part in?	Group management Microfinance and business development Literacy and numeracy Vocational skills training Market linkages and value addition 98. don't know 99. refused					
E3	Is there anything that Hand in Hand project staff could have done better / provided more of to improve the project? Do not read out loud Can select more than one option	Longer trainings More engaged teachers / direct coaching Better resources Better market connections More financial support Other (please specify) 98. Don't know 99. Refused					
E4	As part of this project, did you establish a new, or enhance an existing enterprise/business?	No Yes 98. Don't know 99. Refused					
E5	If yes to E4, what is your average monthly income from this business?	1. 0 – 1,500 AFS 2. 1,500 – 3,000 AFS 3. More than 3,000 AFS 97. Not asked 98. Don't know 99. Refused					
Value for money							
V1	Which enterprise training did you attend as part of this project?	Agriculture Bakery Beautician Bee keeping Blacksmith					

		Cake baking Carpentry Cherma Dozi Embroidery Gas selling Glim weaving Handicraft Horticulture Livestock Mechanic Mobile repairing Motorbike repairing Photography and printing service Poultry Shaal weaving Shop keeping Tailoring Tailoring (curtain weaving) Tinsmith Welding Wool spinning				
V2	Did you receive a start-up toolkit as part of this project? If no, skip to S1	No Yes 99. Refused				
V3	If yes to V2, were the toolkits helpful for starting up your micro-enterprise/business?	No Yes Somewhat 97. Not asked 99. Refused				
Sustainability						
S1	Are you a member of any of the self-help groups or associations created as part of this project?	No Yes 99. Refused				
S2	If yes to S1, did this group help you to save money?	No Yes 97. Not asked 99. Refused				
S3	If yes to S1, do you think this group will continue after the project finishes?	No Yes 97. Not asked 99. Refused				
S4	If yes to S1, do you think this group functions well?	No Yes 97. Not asked 98. Don't know 99. Refused				
Gender						
G1	Since being involved in this project, has there been any change in your household in the following areas?		1. No change	2. Increased	3. Decreased	99. Refuse

		Females role in decision-making, regarding income spent and other key decisions					
		Your movement in the community (for female respondents only)					
		Your confidence (for female respondents only)					
G2	Since being involved in this project, has there been any change in your community in the following areas?		1. No change	2. Increased	3. Decreased	98. Don't know	99. refuse
		Females role in decision-making, regarding income spent and other key decisions					
		Females who participated in the project's ability to move around the community					
		The confidence of females who participated in the project					

ENUMERATOR INSTRUCTIONS: Thank you for your participation. It was very helpful and important for understanding this project.		
Comments:		
End	Can you please provide a contact number for me to reach you? If you can provide more than one that would be very good	Personal Number _____ Family Number _____ Relatives Number _____

2. Tool 2: FGD with Beneficiaries

This FGD should be conducted with the men and women who are beneficiaries of the Hand in Hand 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.* Include people participating from different trainings.

Monitoring Information

Code of FGD _____
 Date: _____
 Start Time: _____
 End time: _____
 Province: _____
 District: _____
 Gender of respondents: _____
 Audio recording of the FGD available:

YES

NO

#	Participant Name	Occupation	Type of training	Age	Phone #
1					
2					
3					
4					
5					
6					
7					
8					

Welcome and Introductions

Good morning/afternoon/evening. My name is _____ and I work for _____. We appreciate your agreement to participate in this discussion. The discussion will focus on your experiences of the Hand in Hand 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.** We will talk for about 2 to 3 hours about the questions.

We will not keep your name or other identifying information as part of this questionnaire. Everything you say here is confidential and you may select a name by which we refer to you during the interview.

The information you provide will help us to determine whether this project has succeeded in its aims.

I am here to learn from you. Please let me know your true opinion about the topics discussed. Please talk freely and openly.

Section 1: Relevance

What type of jobs are most people employed in your community? Probe: is it difficult to find jobs?

Do women have jobs in this community? (Probe: do they work less than men? Do they work in different types of jobs than men?)

Were you involved in any planning or designing of project activities? (Probe: Did you help Hand in Hand to decide on the best trainings for the region? How women should be trained? Timings of trainings?) Do you feel you had much say on what would happen in the project?

Section 2: Effectiveness

Which trainings did you attend for the Hand in Hand project?

What worked well in these trainings?

What would you change if you were to do the training again?

Length of training,

Teacher qualifications,

Resources provided

Other?

Were there any topics or lessons in the training that helped you in finding a job or starting a business? **Be specific about what skills and how they helped you**

Give an example of how you used this skill in finding a job/starting a business

Did any of you see changes in your monthly household income as a result of being involved in this project?

As part of this project, did you set up project supported enterprise/business?

If you had not participated in this project, do you think you could have found a job anyways?

Implementing projects in Afghanistan is rewarding yet sometimes difficult – what factors, if any, did you notice that made this project hard to complete? Were there any challenges that you noticed that Hand in Hand had to overcome?

Were there any negative impacts of the project that you saw? If so, what were they? (E.g. less free time, family stresses, negative community perceptions)

Section 3: Value for money

Did you receive a start-up toolkit as part of this project? If yes, for which enterprise did you receive the toolkit?

Did you use your toolkit to start your micro-enterprise/business?

If yes, be specific about how you used the tool kit

Is your business still running? Did the toolkit help to keep it running? How?

What was good about the toolkits? What would you improve?

Section 4: Sustainability

Now that the project is finished, do you have the following to continue running your business?

Tools (inventory, equipment etc.)

Resources (money, staff, location etc.)

Skills (marketing, accounting, etc.)

What challenges do you foresee in keeping your business going, without the direct support of Hand in Hand?

Do you see opportunities to grow your business or improve your job, now that the project has finished?

For those of you who do not have a business, but were able to get a job through the project, do you think that you will be able to keep this job now that the project has finished?

If yes, why?

If not, why?

Are any of you a member of any of the self-help groups (SHG) or associations created as part of this project?

If yes, do you think these groups function well? If yes why? If not, why not?

Are you happy with the SHG approach?

If you were part of a SHG, what do you think was the main reason it worked? (Probe: Staff from HiH support, good leadership, clear rules, knew the other people in the group; other?)

Is the SHG still running? Did it help you to save money? Are you still saving money?

Do you think these groups and associations will continue now that the project has finished? Why / why not?

Section 5: Impact

How did you get chosen for this project? Were people who did not get picked disappointed? Did this cause any problems in your community? (Probe: disagreements between participants and non-participants) Can you see any negative consequences of you having being involved in this project?

For women involved in this project, has there been any negative consequences with regards to their duties at home? Has it been difficult for them to deal with caring for their families, looking after their houses, and participating in the project?

Has there been any positive consequences?

Do you think that the lives of people in this community have improved in any way as a result of this project?

If yes, why? If no, why not?

Section 6: Gender

Since being involved in this project, has there been any change in your **household** in the following areas?

Probe:

Men’s attitude towards women

Who makes decisions in the household, especially regarding income spent and other key decisions

Females who participated in the project’s ability to move around the community

The confidence of females who participated in the project

Have household tasks been reallocated? For example, child care to other children or support on farm to husbands?

Since being involved in this project, has there been any change in your **community** in the following areas?

Probe:

Men’s attitude towards women

Who makes decisions in the household, especially regarding income spent and other key decisions

Females who participated in the project’s ability to move around the community

The confidence of females who participated in the project

Have household tasks been reallocated? For example, child care to other children or support on farm to husbands?

Have there been any bad feelings towards women who participated in this program? Please provide an example. (Probe: she was not able to help at home, she was talked badly about, she faced security challenges, etc.)

What about good feelings? (Probe: Do you think that the status of women has changed in this community?

Do you think people think that women can do more now? Are women expected to contribute more to household income?

Section 7: Final question

Is there anything else that you would like to share about this project? Is there anything that you would like to add that we haven’t talked about?

3. Tool 3: IDI with Beneficiaries

This IDI should be conducted with the men and women who are beneficiaries of the Hand in Hand 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.*

Monitoring Information

Code of IDI _____

Date: _____

Start Time: _____

End time: _____

Province: _____

District: _____

Audio recording of the IDI available:

YES

NO

#	Participant Name	Occupation	Age	Phone #
1				

Welcome and Introductions

Good morning/afternoon/evening. My name is _____ and I work for _____. We appreciate your agreement to participate in this discussion. The discussion will focus on your experiences of the Hand in

Hand 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.***

We will not keep your name or other identifying information as part of this questionnaire. Everything you say here is confidential and you may select a name by which we refer to you during the interview.

The information you provide will help us to determine whether this project has succeeded in its aims.

I am here to learn from you. Please let me know your true opinion about the topics discussed. Please talk freely and openly.

Section 1: Relevance

What type of jobs are most people employed in your community? Probe: is it difficult to find jobs?

Do women have jobs in this community? (Probe: do they work less than men? Do they work in different types of jobs than men?)

Do you have a job or an enterprise, or earn your own income? If yes, was it the result of this project?

If you had an income before this project, did it improve as a result of this project?

Were you involved in any planning or designing of project activities? (Probe: Did you help Hand in Hand to select the enterprises? Election and formation of associations? Planning for life skills trainings?) Do you feel you had much say on what would happen in the project?

Section 2: Effectiveness

Which trainings did you attend for the Hand in Hand project?

What worked well in these trainings?

What would you change if you were to do the training again?

Length of training,

Teacher qualifications,

Resources provided

Other?

Were there any topics or lessons in the training that helped you in finding a job or starting a business? **Be specific about what skills and how they helped you**

Give an example of how you used this skill in finding a job/starting a business

Did you see changes in your monthly household income or savings as a result of being involved in this project?

As part of this project, did you set up a project supported enterprise/business?

If you had not participated in this project, do you think you could have found a job anyways?

Implementing projects in Afghanistan is rewarding yet sometimes difficult – what factors, if any, did you notice that made this project hard to complete? Were there any challenges that you noticed that Hand in Hand had to overcome? What about opportunities?

Were there any negative impacts of the project that you saw? If so, what were they? What about positive impacts?

Section 3: Value for money

Did you receive a start-up toolkit as part of this project? If yes, for which enterprise did you receive the toolkit?

Did you use your toolkit to start your micro-enterprise/business?

If yes, be specific about how you used the tool kit

Is your business still running? Did the toolkit help to keep it running? How?

What was good about the toolkits? What would you improve?

Section 4: Sustainability

Now that the project is finished, do you have the following to continue running your business?

Tools (inventory, equipment etc.)

Resources (money, staff, location etc.)

Skills (marketing, accounting, etc.)

What challenges do you foresee in keeping your business going, without the direct support of Hand in Hand?

Do you see opportunities to grow your business or improve your job, now that the project has finished?

If you did not set up a business, but were able to get a job through the project, do you think that you will be able to keep this job now that the project has finished?

If yes, why?

If not, why?

Are you a member of any of the self-help groups or associations created as part of this project?

If yes, do you think these groups function well? If yes why? If not, why not?

Are you happy with the SHG approach?

If you were part of a SHG, what do you think was the main reason it worked? (Probe: Staff from HiH support, good leadership, clear rules, knew the other people in the group; other?)

Is the SHG still running? Did it help you to save money? Are you still saving money?

Do you think these groups and associations will continue now that the project has finished? Why / why not?

Section 5: Impact

How did you get chosen for this project? Were people who did not get picked disappointed? Did this cause any problems in your community? (Probe: disagreements between participants and non-participants) Can you see any negative consequences of you having being involved in this project?

For women involved in this project, has there been any negative consequences with regards to their duties at home? Has it been difficult for them to deal with caring for their families, looking after their houses, and participating in the project?

Has there been any positive consequences for women involved in this project?

Do you think that the lives of people in this community have improved in any way as a result of this project?

If yes, why? If no, why not?

Section 6: Gender

Since being involved in this project, has there been any change in your **household** in the following areas?

Probe:

Men's attitude towards women

Who makes decisions in the household, especially regarding income spent and other key decisions

Females who participated in the project's ability to move around the community

The confidence of females who participated in the project

Changes in household roles/time allocated to tasks

Since being involved in this project, has there been any change in your **community** in the following areas?

Probe:

Men's attitude towards women

Who makes decisions in the household, especially regarding income spent and other key decisions

Females who participated in the project's ability to move around the community

The confidence of females who participated in the project

Have there been any bad feelings towards women who participated in this program? Please provide an example. (Probe: she was not able to help at home, she was talked badly about, she faced security challenges, etc.)

What about good feelings? (Probe: Do you think that the status of women has changed in this community? Do you think people think that women can do more now? Are women expected to contribute more to household income?)

Section 7: Final question

Is there anything else that you would like to share about this project? Is there anything that you would like to add that we haven't talked about?

4. Tool 4: KII with Community Evaluation

This KII should be conducted with community leaders in the districts of Balkhab, Gosfandi, and Sancharak where some community members have participated in the Hand in Hand 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.*

Monitoring Information

Code of KII _____

Date: _____

Start Time: _____

End time: _____

Province: _____

District: _____

Audio recording of the KII available:

YES

NO

#	Participant Name	Occupation	Age	Phone #
1				

Welcome and Introductions

Good morning/afternoon/evening. My name is _____ and I work for _____. We appreciate your agreement to participate in this discussion. The discussion will focus on your experiences of the Hand in Hand 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.***

We will not keep your name or other identifying information as part of this questionnaire. Everything you say here is confidential and you may select a name by which we refer to you during the interview.

The information you provide will help us to determine whether this project has succeeded in its aims.

I am here to learn from you. Please let me know your true opinion about the topics discussed. Please talk freely and openly.

Section 1: Relevance

Are you familiar with the project? Can you let me know what you think it set out to achieve?

Let's start by talking generally about the job creation project that Hand in Hand has implemented in your district, how important was this type of project in your community?

Were you involved in any planning or designing of project activities? Did you receive training? Did you help Hand in Hand to decide on strategy? Do you feel you had much say on what would happen in the project?

Did you hear people speak positively or negatively about the project?

Has anything changed in your community since Hand in Hand completed this project?

I want to know about the whole cycle of how Hand in Hand designed and carried out this program. Please tell me about what was good and what could have improved for the following parts of the project:

Consulting with community leaders/government representatives/business owners to design project activities

Conducting the trainings (were they at a good time for people to participate? Were they in a place that was easy to get to?)

Setting up association groups? (Did they involve the right people? Did they support them?)

How well did they respond to the community needs, specifically relating to and helping people set up a business or get a job?

Section 2: Effectiveness

Did any community members report seeing any change in their monthly household income as a result of being involved in this project?

Were there any changes in the number of people with jobs as a result of this project?

Would people have been able to find jobs/start businesses without this project? (Be specific about why or why not)

Implementing projects in Afghanistan is rewarding yet sometimes difficult – what factors, if any, did you notice that made this project hard to complete? Were there any challenges that you noticed that Hand in Hand had to overcome?

Were there any negative impacts of the project that you saw? If so, what were they?

Section 3: Sustainability

Now that the project is finished, do you think community members (who were part of this project) have the tools, resources and skills necessary to still be able to run their own business? (Explain why or why not)

What challenges do you foresee in keeping their business going, without the direct support of Hand in Hand? (Explain why or why not)

Do you think that people in the community, who were part of this project, will be able to keep their new jobs now that the project has finished? (Explain why or why not)

Did you witness the self-help groups or associations created as part of this project meeting?

If yes, was this a mixed group? I.e. were males and females in the group together?

Were there different ways men and women and women participated in these groups? (Probe: did they hold different positions in the group? Did they talk more/less? Did they have different levels of decision-making power? Did they have different priorities?)

Do you think these groups and associations will continue now that the project has finished? Why / why not?

Section 4: Impact Were people who did not get picked to participate in the project disappointed? Did this cause any problems in your community? (Probe: disagreements between participants and non-participants)

Can you see any negative consequences of you having being involved in this project?

For women involved in this project, has there been any negative consequences with regards to their duties at home? Has it been difficult for them to deal with caring for their families, looking after their houses, and participating in the project?

Have there been any positive consequences for women?

Section 5: Gender

Since this project has happened, have you seen any change in your **community** in the following areas? **Probe:**

Men’s attitude towards women

Who makes decisions in the household, especially regarding income spent and other key decisions

Females who participated in the project’s ability to move around the community

The confidence of females who participated in the project

Wealth/income for the community – have you noticed that people have more money to spend?

Have there been any bad feelings towards women who participated in this program? Please provide an example. (Probe: she was not able to help at home, she was talked badly about, she faced security challenges, etc.)

What about good feelings? (Probe: Do you think that the status of women has changed in this community? Do you think people think that women can do more now? Are women expected to contribute more to household income?)

Section 6: Final question

Is there anything else that you would like to share about this project? Is there anything that you would like to add that we haven’t talked about?

5. Tool 5: KII with Government

This KII should be conducted with government representatives (MoEC, MoLSAMD, and MAIL) in Sarepul. It is assumed that the representative understands the Hand in Hand 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.

Monitoring Information

Code of KII _____

Date: _____

Start Time: _____

End time: _____

Province: _____

District: _____

Audio recording of the KII available:

YES

NO

#	Participant Name	Occupation	Age	Phone #
1				

Welcome and Introductions

Good morning/afternoon/evening. My name is _____ and I work for _____. We appreciate your agreement to participate in this discussion. The discussion will focus on your experiences of the Hand in Hand 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.**

We will not keep your name or other identifying information as part of this questionnaire. Everything you say here is confidential and you may select a name by which we refer to you during the interview.

The information you provide will help us to determine whether this project has succeeded in its aims.

I am here to learn from you. Please let me know your true opinion about the topics discussed. Please talk freely and openly.

Section 1: Relevance

Let's start by talking generally about the job creation project that Hand in Hand has implemented in your province, do you know about this project? If so, how important was this type of project in your province?

Were you involved in any planning or designing of project activities? Did you help Hand in Hand to decide on strategy? Do you feel you had much say on what would happen in the project? Or do you know others who helped on the design or planning of this project?

Has anything changed, as a result of this project, in Sarepul since Hand in Hand completed this project?

I want to know about the whole cycle of how Hand in Hand designed and carried out this program. Please tell me about what was good and what could have improved for the following parts of the project:

Consulting with community leaders/government representatives/business owners to design project activities

Conducting the trainings (were they at a good time for people to participate? Were they in a place that was easy to get to?)

Setting up association groups? (Did they involve the right people? Did they support them?)

How well did they respond to the community needs, specifically relating to and helping people set up a business or get a job?

Section 2: Effectiveness

Were there any changes in the number of people with jobs as a result of this project?

Would people have been able to find jobs/start businesses without this project? (Be specific about why or why not)

Implementing projects in Afghanistan is rewarding yet sometimes difficult – what factors, if any, did you notice that made this project hard to complete? Were there any challenges that you noticed that Hand in Hand had to overcome?

Were there any negative impacts of the project that you saw? If so, what were they?

Were there any positive impacts? If so, what were they?

Section 3: Sustainability

Now that the project is finished, do you think community members (who were part of this project) have the following to run their own business? Explain why / why not.

Tools (inventory, equipment etc.)

Resources (money, staff, location etc.)

Skills (marketing, accounting, etc.)

What challenges and opportunities do you foresee in keeping their business going, without the direct support of Hand in Hand? (Explain why or why not)

Do you think that people in the community, who were part of this project, will be able to keep their new jobs now that the project has finished? (Explain why or why not) If not, is it due to local factors? Or larger factors (inflation, tough economic climate, security etc.)

Did you witness the self-help groups or associations created as part of this project meeting?

If yes, do you think these groups function well? If yes why? If not, why not?

Are you happy with the SHG approach?

Do you think these groups and associations will continue now that the project has finished? Why / why not?

Section 4: Impact

For women involved in this project, have you seen any negative consequences with regards to their duties at home? Has it been difficult for them to deal with caring for their families, looking after their houses, and participating in the project?

Has there been any positive consequences?

Do you think that the lives of people in this area have improved in any way as a result of this project? If yes, why? If no, why not?

Section 5: Gender

Since this project has happened, have you seen any change in Sarepul in the following areas? **Probe:**

Men's attitude towards women

Who makes decisions in the household, especially regarding income spent and other key decisions

Females who participated in the project's ability to move around the community

The confidence of females who participated in the project

Have household tasks been reallocated? For example, child care to other children or support on farm to husbands?

Have there been any bad feelings towards women who participated in this program? Please provide an example. (Probe: she was not able to help at home, she was talked badly about, she faced security challenges, etc.)

What about good feelings? (probe: Do you think that the status of women has changed in this community?

Do you think people think that women can do more now? Are women expected to contribute more to household income?

Section 6: Final question

Is there anything else that you would like to share about this project? Is there anything that you would like to add that we haven't talked about?

E. Project Terms of Reference

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 Afghanistan staff in both Kabul and Mazar, including field staff
 - c. Interviews with key external stakeholders in Afghanistan (district authorities, Representatives of Provincial Economy, Labour, 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 Afghanistan 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 Afghanistan/HiH International Documents and presentations will all be in English.