

Hand in Hand Sweden

Terms of Reference

To carry out a Final Evaluation for Phase V of

The Project: *Women Empowerment and Entrepreneurship*

Läkarmissionen (LM), Hand in Hand India (HiH India) and Hand in Hand Sweden (HiH Sweden)

I. Project Description

Project Background

This project is Phase V of a long-term cooperation between Läkarmissionen and Hand in Hand. Phase V is a continuation of Phase IV, implemented by Hand in Hand India, Hand in Hand Sweden and, funded by Läkarmissionen. Phase V is implemented in the state of Madhya Pradesh and includes a focus on building entrepreneurship skills and basic literacy of women, and also includes a new focus on rights, and an advanced literacy and digital literacy component.

The project is the fifth phase of the cooperation with the following precursors:

- Women's empowerment and entrepreneurship (Phase IV, 2013-2017)
- Women's empowerment and entrepreneurship (Phase III, 2012-2013)
- Women's empowerment and entrepreneurship (Phase II, 2010-2011)
- Women's empowerment and entrepreneurship (Phase I, 2008-2009)

In the first three phases, the focus was on entrepreneurship in Tamil Nadu, based on the Hand in Hand model of entrepreneurship and skills training for poor and marginalised women. In Phase IV, the project established activities in Madhya Pradesh, in addition to Tamil Nadu, and introduced a literacy component, acknowledging the need for entrepreneurs to gain skills in reading, writing and counting when running an enterprise. Literacy classes are held in parallel to the Hand in Hand entrepreneurship training.

Women's Empowerment and Entrepreneurship Phase V continues to focus on literacy and entrepreneurship of poor and very poor rural women in Madhya Pradesh. It provides women from Phase IV further support and includes 6 000 new project participants. The project has been implemented in the same areas in Madhya Pradesh as in Phase IV (the districts of Dewas, Dhar and Indore).

The support given to new project participants focuses on enterprise creation and basic functional literacy. The continuing project participants from Phase IV receive focused training on enterprise development and advanced functional literacy.

In addition to the mobilisation of women into Self-Help Groups (SHGs) and provision of training in entrepreneurship and basic literacy, the project supports the foundation of 1) Enterprise Facilitation Centres (to focus on enterprise and value chain development for specific enterprise orientations); 2) Rural Resource Centres (to help develop communities, and provide support to obtain national identity cards, for example); and 3) engagement in

Advanced Literacy training (with focus on entrepreneurship and rights, providing the participants tools to know and claim their institutional rights).

Phase V project goal, and problem statement

The overall goal of Phase V of the project is to:

Contribute to reducing poverty and vulnerability amongst the vulnerable and marginalised in Madhya Pradesh, India by addressing the root causes of the problems of unsustainable livelihoods, illiteracy and inability to claim basic rights.

Problem statement

Madhya Pradesh is one of the most exposed and vulnerable states in India, with a large share of the population living in extreme poverty. This poverty is characterized by a lack of means to create sustainable livelihoods, high illiteracy rates, and a lack of access to basic rights.

Phase V project objectives and expected outputs

Objectives and expected outputs:

Objective 1

Women who are vulnerable and marginalised in Madhya Pradesh, India, have more secure livelihoods and a stronger understanding of how to develop an enterprise.

Output 1.1.

9000 women received entrepreneurship training and created new or enhanced existing enterprises.

Output 1.2

6000 SHG members have increased awareness on SHG management and financial management of SHG books, savings and loan utilization.

Output 1.3

Women are engaged in enterprise facilitation centres/hubs activities.

Objective 2

Vulnerable and marginalised women in Madhya Pradesh have improved literacy levels.

Output 2.1

Participants have gained basic functional and advanced skills in reading, writing and numeracy.

Output 2.2

Participants have gained a basic digital financial literacy.

Objective 3

Vulnerable and marginalised women in Madhya Pradesh are better able to claim their socio-economic- and civil rights.

Output 3.1

Women are aware of their rights and know how to claim them.

II. Evaluation Description

Evaluation objective

The evaluation objective is to:

- Evaluate the relevance, effectiveness and efficiency of the project and the extent to which the outcomes and outputs of the project were achieved, with a particular focus on societal level change and an exploration of key learning questions:
 - Were women from the most marginalised groups (poorest, caste, disability, sexuality, religion, age, widowhood, mud-built home, illiterate) engaged? How and what was the impact for these women? Are there lessons from this project about engagement of the most vulnerable women?
 - In what ways were power imbalances affected and changed at a personal, household, community and wider social level? What was the impact and what are the lessons in terms of what works to empower women, particularly those who are most vulnerable?
 - What was the impact on the ‘household’ of working with women and what evidence can be derived to show that working with women has a significant and sustained impact on overall household welfare?
 - To what extent were external agencies and institutions engaged within this project and is there evidence of change as a result, especially with regards to rights-based duty bearers?
- Were there unexpected outcomes or consequences of the project and how can future projects plan for these and either promote positive ones and mitigate against or address negative ones in their planning and implementation?
- Provide lessons for future delivery including what works, unintended consequences and key lessons, reflecting on this phase and the previous phases of the project.
- Reflect on the impact this project has had on HIH model and capacity and provide recommendations to build on what works at an institutional level within the organization.

Evaluation topics

The evaluation shall assess for, but is not limited to:

Relevance

- How relevant is the project in the current context?
- How is the project placed in the local context for women’s rights, including in terms of value added?
- To what extent were the objectives of the project consistent with participants’ requirements and needs?
- To what extent have climate related issues been included in the development of products to bring to market?

Effectiveness

- Have the activities been implemented according to time allotted (have women been mobilized and trained at the appropriate time in the project)?
- To what extent has the project achieved its expected results?
- What gender equality results have been achieved?
- To what extent have participants increased their ability to claim socio economic and civil rights?
- What are the reasons for the project's most important achievements, as well as areas of key non-performance, in terms of main contributing factors? The answer to this question is expected to elaborate on what has worked/not worked and why, relating in this respect also to project strategies, priorities and design (with reference to the project documents).
- How has the project impacted on lower caste women living in poverty in the project area, taking into account that poverty, broadly defined, include people's lack of rights, power and opportunities to participate in their own development?

Efficiency

- Have results been achieved to an extent reasonably proportionate to the amount of funding available and used?
- Could funds available have been used in alternative ways to achieve expected results to a greater extent?
- Has the project been managed with reasonable regard for efficiency; what measures have been taken during planning and implementation to ensure that resources are efficiently used to achieve expected results?

Sustainability and Impact

- What is the likelihood of long-term benefits and impact from the project?
- To what extent is it expected that the benefits from the project will continue after project completion?
- How sustainable is the level of project ownership and the readiness to build on project achievements and carry the process further upon project completion?
- To what extent are the Rural Resource Centres sustainable? Are women being compensated fairly?

It is expected that the evaluation topics will be further developed in the tender, submitted by the evaluator, and further elaborated in the Inception Report of the Evaluation.

Evaluation approach and methods for data collection and analysis

It is expected that the evaluator will describe and justify an appropriate evaluation approach/methodology and methods for data collection in the tender. It is assumed that evaluation design, methodology and methods for data collection, as well as analysis approach, will be fully developed and presented in the Inception Report.

It is expected that the evaluator(s) in their tender will present: (i) how participants will take part in and contribute to the evaluation process; and, (ii) how methodology and methods for data

collection used will contribute to reflection, discussion and learning between the intended users of the Evaluation.

Organisation of evaluation management

The evaluation is commissioned by Hand in Hand Sweden, and the intended users are LM, HiH India, HiH Sweden.

The Evaluation Committee (composed of program and MEAL managers from LM, HiH India, and HiH Sweden) have contributed to the current Terms of Reference, and will be provided with an opportunity to comment on the Inception Report, as well as on the Final Report, but will not be involved in the management of the Evaluation.

Evaluation quality

The evaluation shall conform to OECD/DAC's Quality Standards for Development Evaluation.¹ The evaluator(s) shall specify how quality assurance will be handled during the evaluation process.

Time schedule and deliverables²

It is expected that a time and work-plan will be presented in the tender, and further detailed in the Inception Report. The Evaluation shall be carried out and presented during the period September – 1 December 2020. The timing of any field visits, surveys and interviews need to be settled by the evaluator, in dialogue with the main stakeholders during the Inception Phase.

The table below lists key deliverables for the evaluation process and shall be developed by the evaluator.

Deliverables	Responsibility	Deadlines 2020
1. Start-up meeting (some participants by video conference)		
2. Draft Inception Report		
3. Inception meeting (some participants by video conference)		
4. Comments from intended users to evaluators		
5. Final Inception Report		
6. Debriefing/validation meeting		
7. Draft Evaluation Report		
8. Comments from intended users to evaluators		
9. Final Evaluation Report		1December 2020

¹ DAC Quality Standards for development Evaluation, OECD, 2010.

² Please note that given the world situation due to the developing coronavirus, field work may be postponed.

The Inception Report will form the basis for the continued evaluation process and shall be approved before the evaluation proceeds to implementation. The Inception Report should present the evaluation approach/methodology, and methods for data collection and analysis to be used, as well as the full evaluation design. A clear distinction should be made between evaluation approach/methodology and methods for data collection. A specific time and work-plan, including planned number of working-days for the evaluator (s) for the Evaluation, should be presented. The time-plan should contribute to reflection and learning between the intended users of the evaluation.

The Final Report shall be professionally proof-read. The executive summary should be no longer than two pages. The evaluation approach/methodology and methods for data collection used shall be clearly described. All limitations to the methodology and methods shall be made explicit, and the consequences of these limitations briefly discussed. Findings shall flow logically from the data, showing a clear line of evidence to support the conclusions. Conclusions should be substantiated by findings and analysis.

Recommendations and lessons learnt should flow logically from the conclusions. Recommendations should be specific, directed to relevant stakeholders and categorised as short-term, medium-term and long-term. Recommendations should include relevant improvements to, for example, project design, log framework, project management, or other issues to enhance the project's effectiveness and impact.

The Final Report should be no more than 25 pages, excluding Annexes (and Terms of Reference and Inception Report) and sent to Fiona Rotberg at Fiona.Rotberg@handinhandsweden.se.

Evaluator qualifications

A CV for the evaluator(s) shall be included in the tender, containing a full description of relevant qualifications and professional work experience.

The evaluator(s) must be independent from the evaluation object and evaluated activities and have no stake in the outcome of the evaluation.

Resources

The maximum budget amount available for the evaluation is **250,000 SEK including VAT, taxes and all expenses**. The contact person is Fiona Rotberg, Head of MEAL, at Hand in Hand Sweden. The contact person should be consulted, should any problems arise during the evaluation process. Relevant documentation will be provided by the Hand in Hand project managers. Relevant documentation will be provided before the start of the evaluation.

Tender date

Please submit your tender by **15 May 2020**, by close of business CET. Please send your full tender to Fiona.Rotberg@handinhandsweden.se, with in the title ***Evaluation: Women Empowerment and Entrepreneurship*** in the header of the email.