

Terms of Reference

Impact assessment of IDH Gender Empowerment Program Kenya July, 2020

1. Background

IDH, the Sustainable Trade Initiative (“IDH”) accelerates and up-scales sustainable trade by building impact-oriented coalitions of front running companies, civil society, governments, knowledge institutions and other stakeholders in several commodity sectors. We convene the interests, strengths and knowledge of public and private partners in sustainability commodity programs that aim to mainstream international and domestic commodity markets. We jointly formulate strategic intervention plans with public and private partners and we co-invest with partners in activities that generate public goods.

IDH & gender

IDH considers gender equality both a key driver and concern for sustainability. In all sectors IDH works in, women play a role in the supply chain. However, often they have fewer opportunities to progression and are more vulnerable to exploitation. Therefore, we strive to ensure gender equality and empowerment in global supply chains through building coalitions of public-private partners around a common strategy. Gender is a key impact theme in IDH’s 2016-2020 Strategic Plan, in which we set out to embed gender equality into our transformation strategy.

Gender Equality and Empowerment in the IDH tea program

Since 2015, the IDH tea program has been working on the topic of gender equality and empowerment. More specifically, the program has worked on addressing issues related to Gender Based Violence (GBV) and Sexual Harassment in the Kenyan industry. The Gender Empowerment Program (the “**Program**”) in the Kenyan tea sector is the largest intervention under the global tea program aimed at gender, and has been designated by IDH for in-depth impact research to prove impact for 2016-2020 for the gender equality and empowerment impact theme.

Since the start of the work in Kenya, the tea program has scaled up learnings in gender projects in other tea origins such as Malawi and India. These projects work on similar topics to the Program in Kenya, such as GBV awareness and prevention, and female leadership. Data on results have been collected in the scale-up projects, to compare results of its interventions across the three countries.

Gender Empowerment Program in the Kenyan tea sector

The IDH tea program has been operating in Kenya since 2008. IDH was requested in 2015 to develop a program which would address the occurrence of Gender Based Violence (GBV) and sexual harassment in the industry.

IDH and its partners launched the Gender Empowerment Platform (GEP) in 2017. The GEP is a peer-to-peer learning platform for the industry, which is convened by IDH on a quarterly basis. Through the GEP, partners report on the program ambition of significantly reducing the occurrence of GBV in the Kenyan tea industry by 2020, as well as improving female leadership in the sector. The five biggest tea producing companies of the Kenyan tea industry participate in the GEP, as well as relevant Civil Society

Organizations and UN Women. IDH and partners work together to advance the goals and activities through the GEP, as well as through field-level projects with co-funding from IDH.

The GEP has the ambitious goal to significantly reduce the occurrence of GBV, as well as to increase women's empowerment in the Kenyan tea industry, by 2020. The program has three priorities:

1. **Prevention:** Aligning training and awareness-raising materials for different target groups
2. **Enablement:** Ensuring an enabling policy environment to address gender and GBV issues for tea value chain players
3. **Response:** Creating a safe space in Kericho for plantation workers, smallholders and community members

For background information on the Program and these three priorities, please read the [Roadmap](#) on how to address GBV.

2. Objectives of the Evaluation

The Program has been selected as one of the IDH key programs for which outcomes and impact on the sector governance, business practices and field-level result areas will be tracked. Please read the [5 pager containing our results so far](#) (December 2019) for more information. The Theory of Change for the Program can be found in Annex 2.

2.1. General objective

The purpose of this program evaluation is to not only assess the impact of the Gender Empowerment Program in the Kenyan tea industry (2016-2020) but also to fulfill the data needs of IDH organizational portfolio impact evaluation (Annex 1). For this reason, the methodological requirement that is detailed in Annex 1 corresponds with the evaluation method of IDH portfolio impact evaluation.

- **Objective 1:** To assess if the intended output, outcome, and impact of the Program are realized and the extent of IDH's contribution towards the change.
- **Objective 2:** To assess IDH's performance against the key research questions of Relevance, Effectiveness, Impact, Sustainability, Scalability and Lessons learned.

2.2. Specific objectives

The specific objectives of this external impact evaluation are to assess the relevance, effectiveness, impact, sustainability, scalability and lessons learned of the Program in the Kenyan tea industry.

Relevance

1. Does IDH's Program respond to relevant needs and serve well-identified (private sector) stakeholders and community beneficiaries in the Kenyan tea industry?
2. Considering the criteria of 'additionality' of the Donor Committee on Enterprise Development, what is the role and additionality of IDH in addressing gender and GBV issues in the global tea industry?

Effectiveness

3. Has the Program achieved, or is it expected to achieve, its objectives at output and outcome level for the different result areas? (detailed research questions to be answered related to effectiveness can be found in Annex 3).

Impact

4. The consultant is expected to assess, according to the Theory of Change of the Program, whether the objectives and results achieved on output and outcome level have led to creating impact for all three identified result areas. (detailed research questions to be answered related to impact can be found in Annex 3).

Sustainability & scalability

The consultant is expected to provide an analysis of the sustainability of the intervention in Kenya as well as the scalability of the intervention in the period of 2016-2020 and beyond.

5. To what extent are the outcomes and impact of the GEP and field-level projects expected to continue after project completion?
6. To what extent has the Program influenced a change in business practices amongst companies working with IDH in the global tea program?
7. To what extent have partnerships and activities with other (IDH) programs been developed as a result of the Program; and how has this been taken up in the design of other gender projects and interventions under the broader IDH tea program?

Lessons Learned

8. Is the pre-established Theory of Change confirmed by Program results or not? Is there an alternative hypothesis in question?

In addition, please include:

- Section on convincing results, main successes and learnings;
- Recommendations for future IDH interventions related to the topic of GBV, sexual harassment and female leadership.

3. Activities to be carried out by the consultant in the assignment

The following key activities need to be undertaken as part of the impact evaluation:

1. **Define joint understanding of assignment and design an impact evaluation methodology that is agreed upon by both parties**
 - Engagement with IDH team to clarify any queries in relation to this Terms of Reference and the selected technical offer;

- Build upon the methodological approach of IDH portfolio evaluation (Annex 1) to design evaluation method;
- Construct the impact evaluation framework base on Program specific TOC, taking into account of the TOC of the gender impact theme (Annex 2);
- Establish a guidance protocol to standardize the practice amongst staff if data collection and analysis is to be conducted by multiple staff.

2. Engagement of program staff

- Conduct at least two (2) IDH staff interviews to contextualize IDH evidence and gain better understanding of IDH's role and contribution in the changes observed in the Program and other gender interventions in the IDH tea program;

3. Desk review: assessment of IDH documents

- Based on the program structure and project mapping, review IDH's evidence sheet where documents to prove IDH program results are mapped against the Output, Outcome, and Impact statement in the organizational gender impact TOC.
- Document how each piece of evidence is considered or discarded and the extend of its contribution towards a given statement in a thematic TOC;
- Formulate feedback on the findings of the program baseline report;
- Identify evidence gap at Impact and Outcome level, base on which to design data collection plan, including a field-level data collection plan;
- Provide IDH with a qualitative research methodology for activities related to the field-level data collection, preferably the *outcome harvesting methodology* or a methodology of similar nature.

4. Data collection

- Validate findings using independently sourced data such as public data or primary data collected through surveys and stakeholder interviews
 - Conduct field-level qualitative research with workers / direct program beneficiaries to collect additional (qualitative) data for the field-level outcome impact of the program;
 - Conduct interviews with at least five (5) relevant GEP company and CSO partners of the Program in Kenya
 - Conduct additional interview(s) with at least two (2) relevant company and CSO partners beyond Kenya

5. Restitution and dissemination

- In accordance with deliverables section, draft a final impact report and present and findings to IDH staff in a dissemination workshop

4. Deliverables

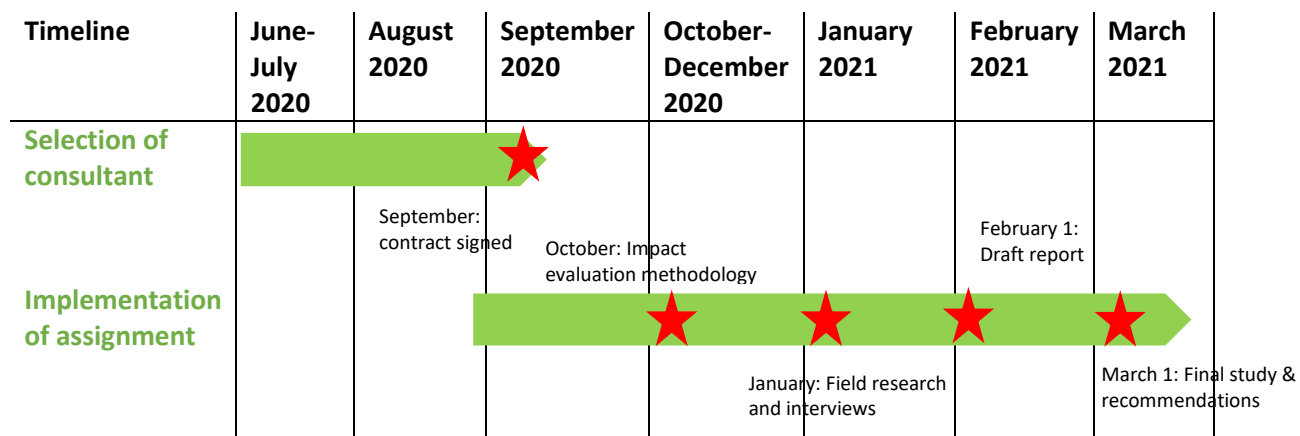
The Consultant shall produce the following deliverables:

Deliverable	Specifics	When
Impact evaluation methodology	According to key activity 1 in section 4.	one (1) month after the start of the assignment
Qualitative data collection tools, research plan and timelines	To be provided to IDH for advice and comments	December 2020
Draft report	To be provided to IDH for advice and comments, as well as a validation workshop with the IDH program team within two (2) weeks after submitting the draft report. Report specifics: see 'final report and deliverables'	February 1, 2021
Final report and deliverables	Evaluation report , in Microsoft Word, of the evaluation after the validation of the draft report. To include: <ul style="list-style-type: none"> • An introduction chapter on the description of rationale of design, problem analysis, intervention logic and intended impact, quantifying narrative with output and operational data provided by IDH. Provide an overview of the program structure and an analysis of the evolution of program strategy when necessary. • An executive summary • Independent chapters on topics of Relevance, Effectiveness, Impact, Sustainability and Scalability, Lessons learned, provides narrative analysis of IDH performance against the research questions detailed under evaluation objective 2 as well as IDH's contribution and attribution towards Program results; Annex <ul style="list-style-type: none"> • A methodological document which explains how evaluation method is designed to address requirements given in this ToR • A list of reference, interviewee, respondents or academic experts engaged in the writing of the report PowerPoint presentation , in Microsoft PowerPoint (maximum 10 slides), key findings demonstrated, one edition for external usage, one for internal learning.	March 1, 2021

5. Duration and location of the mission

The assignment is expected to take place between September 2020 and March 2021. Field-level research in Kenya and possible interviews are envisioned to take place in January 2021.

IDH is carefully monitoring developments around COVID-19. If travel is restricted, interviews will be by phone / videoconferencing. Alternatives for field-level research, or any changes in the planning should be discussed with and approved by IDH.



The timelines for selection of a consultant are as follows:

	DATE
Terms of Reference published	Wednesday, July 22, 2020
Deadline for requesting any additional information from IDH	Wednesday, August 5, 2020
Deadline for submitting proposals	Friday, August 14, 2020
Notification of award to the successful tenderer	Friday, August 28, 2020
Signature of the contract	September 2020

6. Consultant profile

The selected team or firm will be composed of experts with following skills:

- Fluency in both written and spoken English. Fluency in spoken Swahili is highly desirable;
- Experienced and qualified (research) staff in topics related to gender, GBV and women’s empowerment. Minimum of a Master’s degree in relevant area and/or equivalent work experience of not less than 5 years;
- Expertise in Monitoring and Evaluation studies and assignments, impact assessments and program evaluations, especially related to gender, GBV and women’s empowerment Programs;
- Expertise in developing qualitative field-research methods. Experience in working with outcome harvesting methodology is preferred;
- The applicant must have work experience in Kenya. Experience in working with business/private sector is preferred.

The consultant must not be linked to or associated with the structures involved in the implementation of the Gender Empowerment Program, nor have participated in the development of the program document or its activities.

The lead consultant will be clearly identified in the technical proposal. The lead consultant is responsible for:

- Coordination of the assignment until the final report;
- Cooperation with IDH and GEP partners for research, interviews;
- Organization and facilitation of a workshop to report and validate the results of the final impact evaluation.

7. Selection criteria

Proposals will be evaluated against the following criteria:

Content	<ul style="list-style-type: none"> • The proposal is clear in terms of objectives, methodology and expected results; • The proposed methodology and work plan are appropriate to achieve the expected results of the assignment; • Tools for evaluation are clearly outlined and carefully selected; • The proposal is realistic in its approach and objectives; • The proposed budget is clear, realistic and affordable; • The proposed timelines are realistic; • The proposal takes sufficient account of the expected challenges.
Candidate	<ul style="list-style-type: none"> • The candidate has a good understanding of the expected results of the assignment; • The candidate is independent and recognized as credible by stakeholders in the gender field; • The consultant or team of consultants has a proven knowledge of gender issues in agricultural value chains; • The consultant or team of consultants have experience carrying out similar assignments over the past five years.

8. Presentation of the Offers

The purpose of the proposal is to demonstrate the qualifications and capability of the applicants seeking to undertake this assignment in conformity with the scope and technical requirements set forth herein. Financial and technical offers should:

- Demonstrate the qualifications of the applicant, references and relevant samples of assignments done in this sector;
- Specify the approach, work plan and timelines for the assignment;
- Description of the planned work methodology and data collection tools to be used;
- Contain a separate financial bid, containing a detailed breakdown of the budget, including a daily rate for work done and applicable taxes

The bid should be not more than 10 pages and must include:

- Curriculum Vitae of staff to be involved;
- A description of the methodology that will be undertaken for the assignment that suits the assignment as outlined above;
- A timeline/schedule and management of the assignment;
- Confirmation of availability over the assignment period.

9. Submission of bids

Tenders with all documents must be sent to:

- Marlies Huijssoon, Senior Program Officer IDH, huijssoon@idhtrade.org

For any clarifying questions regarding this Terms of Reference or on the submission of your proposal, kindly send an email to huijssoon@idhtrade.org before August 5, 2020.

Kindly note that costs incurred by you in preparing and submitting your bid will not be reimbursed and will strictly be borne by the applicant.

Annex 1: Methodological requirements

Impact Evaluation Framework

The impact evaluation framework is to be constructed based on both program specific Theory of Change and program Proof of Concept statement (Annex 2), while taking into account of the IDH organizational Theory of Change towards the impact themes. The level of significance of the three frameworks aforementioned in the design of the evaluation framework can be ranked as follows: program specific TOC > IDH organizational impact thematic TOC > Proof of Concept statement.

The evaluator is therefore expected to use Program specific TOC as the primary base while incorporating elements of IDH organizational gender impact thematic TOC and Proof of Concept statement during the design of the framework.

In addition, considering the final deliverable will serve as the primary data source for the organizational portfolio impact evaluation (Annex 1), which assesses programs through the lens of five impact themes, the evaluator is therefore expected to write up the findings by impact themes that are applicable to the Program. For more requirement regarding the format of the final deliverable please refer to the Section Deliverable below.

Representativeness of Results

The Program consists of several activities and field-level projects that support the different result areas. Due to the size of the Program—in terms of the total number of population reached and also in terms of its diverse goals, objectives and approaches of single projects that fall under a given program—it is essential for the evaluators to establish solid criteria to assess the representativeness of potential results in the backdrop of a given project; and the representativeness of this project in the backdrop of the Program. Because the core of this evaluation is to utilize result of effectiveness of individual project to extract insights of the Program, it is particularly important for evaluator to gain an oversight of the structure and design of the Program and the other gender interventions under the global IDH tea program before embarking on data collection.

It is therefore asked of the evaluators to state explicitly in the proposal how representativeness is integrated into the design of the evaluation. It is expected of the evaluator to start the work with construction of the projects overview that to be used as the foundation of the evaluation.

Weighing, Comparing and Aggregating Activity and Project-Level Results

The issue with representativeness is also related to results weighing and aggregation. Once a project or activity is assessed based on whether current available evidence (of both primary and secondary data source) is sufficient to prove changes occurred at output, outcome, and impact level, the assessment results per projects are weighted (by its scale and scope) and aggregated with other projects to arrive at a conclusion that is applicable to the whole Program.

It is therefore asked of the evaluators to state explicitly in the proposal how the weighing mechanism is designed to take account of data of different quality and validity while considering the scale and scope of the projects and activities described in a given evidence piece in the backdrop of the Program and other gender interventions under the IDH tea program.

Inclusion and Exclusion Criteria

In principle all IDH activities and projects that are active under the Program during 2016 – 2020 are included in this evaluation and to be assessed. However, the underlying assumption of this design is that these would share an implementation timeline that is roughly similar, with activities initiated in January 2017 and concludes in December 2020. This is applicable to most of the projects and activities with some exceptions.

In addition, to address the research questions on *Relevance* and *Sustainability and Scalability*, the evaluators may include evidence and documentation from other gender interventions under the global tea program, such as project reports and proposals. The underlying assumption is that these interventions have an implementation timeline between 2016-2020, or are still ongoing during the evaluation.

Independent Data Source for Verification and Triangulation

To reduce the potential positive bias arises from data sourced from parties of Program interests, evaluator is expected to proportionate the ratio of data from different sources, i.e. reducing the weight and portion of evidence provided by IDH and increasing weight and the amount of independently sourced data, which can be primary data from key informants or secondary data from satellite image, publicly sourced geo-demographic information or from literature.

Alternative hypothesis

One key learning objective that is addressed in research question 8 is *“is the pre-established TOC confirmed by program results or not? Is there an alternative hypothesis in question?”*. It is therefore asked of the evaluator to use the data collected through this evaluation to confirm or disapprove the pre-established TOC that is used by the program. Is there an alternative hypothesis or other factors of perhaps of greater importance? What is the underlying assumption that is approved or disapproved by findings? It is asked of the evaluators to actively establish alternative hypotheses either at project level or at program level that can be tested using the data collected.

We would like to see specific descriptions in the technical proposal to address the following elements:

1. Research Plan and Analytical Tools

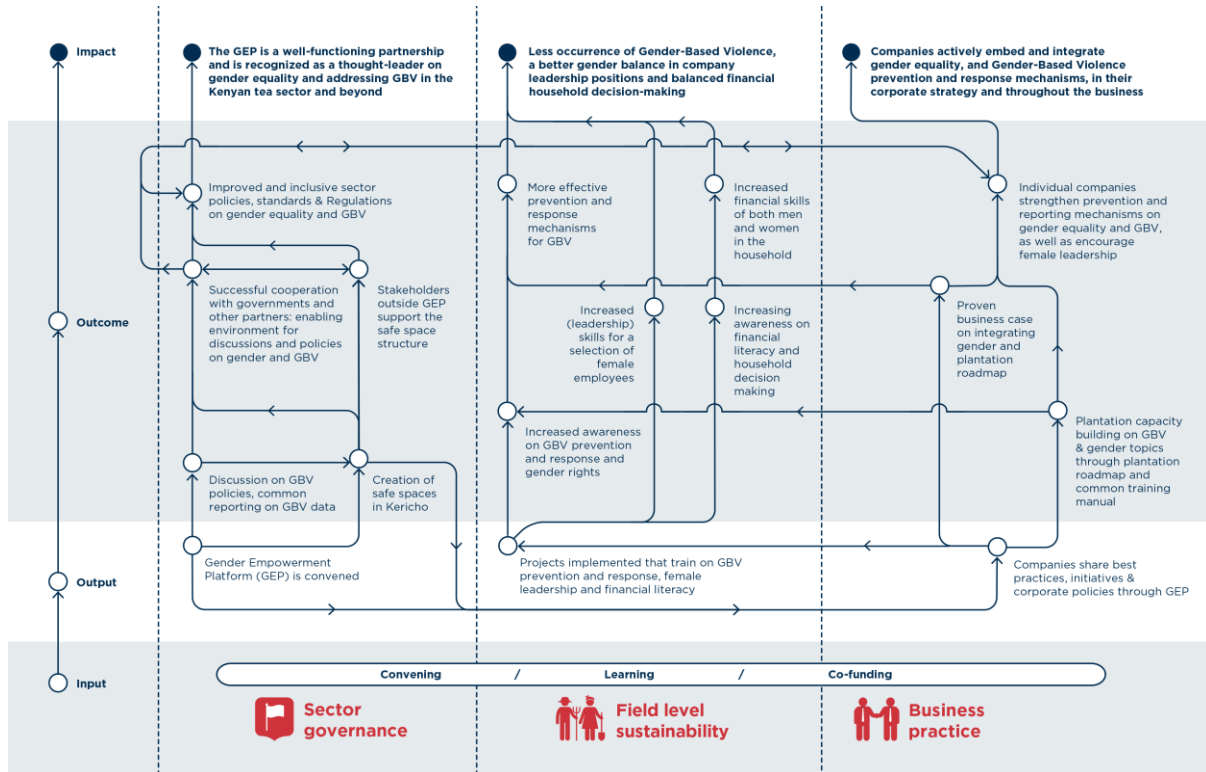
- Description of research plan and methodological approach. Detailing data sources, analysis plan, measures of data triangulation and verification specific to the question.

2. Independent Data Source

- Description of plan for data triangulation and verification

- Description of how panel of interviewees and group of respondents is designed to ensure representativeness and impartiality
- 3. Evidence Weighing**
- Description on how the analysis of different data sources, i.e. IDH documentations, stakeholder interviews or surveys and public data, are weighted and feed into the conclusion.
 - Description on how evidence of different quality weighs against each other.
 - Description on how representativeness of evidence is assessed and weighted.
 - Description of how conclusion of individual projects being weighted and aggregated into an overall status report of the program

Annex 2: Program Theory of Change



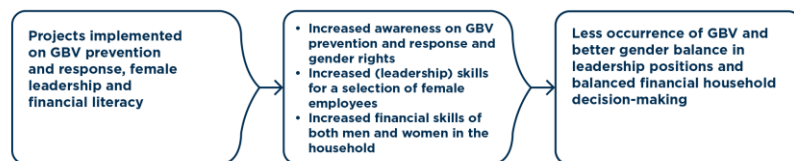
Change in Sector governance impact pathway:



Change in Business Practices impact pathway:



Field-level Sustainability Impact Pathway:



Annex 3 – detailed research questions on effectiveness and impact

Research questions related to effectiveness of the Program:

Change in Sector Governance

- **Safe space development:** Assess the contribution of the activities done related to safe space development in Kericho and attribution of these activities to IDH;
- **Enabling environment for discussions on gender and GBV:** Assess the contribution and attribution of the Program to create an enabling environment to discuss issues around gender, GBV and female leadership;

Change in Business Practices

- **Capacity-building on gender and GBV topics:** Assess the contribution and attribution of the Program to companies actively engaging in capacity-building on gender topics, through the Plantation Roadmap and Common Training Manual.
- **Stronger gender/HR policies:** Assess the contribution and attribution of the Program to companies actively embedding GBV prevention and response mechanisms, as well as encouraging female leadership in the business. For the Program in Kenya, as well as Malawi and India.
- **Gender-sensitive operations for smallholders:** Assess the contribution and attribution of the Program towards establishing and providing gender-sensitive services to smallholder tea farmers by GEP members.

Change in Field-level Sustainability

- **Workplace safety:** Assess the effectiveness of field-level projects under the Program, as well as its contribution and attribution towards creating more effective prevention and response mechanisms for GBV,
- **Female leadership:** Assess the effectiveness of relevant field-level projects under the Program, as well as its contribution and attribution towards achieving increased (leadership) skills for a selection of female employees
- **Household decision-making:** Assess the effectiveness of relevant field-level projects under the Program, as well as its contribution and attribution towards increased awareness and skills on financial literacy and household decision-making for both workers and smallholders.

Research questions related to impact of the Program:

Sector governance:

- Assess to what extent the GEP functions as a well-functioning partnership on gender equality and addressing GBV in the Kenyan tea sector and beyond and assess the contribution and attribution of IDH and the Program on the same.

Business practices

- Assess the attribution and contribution of the Program to companies embedding gender equality and female leadership in their business practices, also relating to the gender interventions in Malawi and India.
- Assess the attribution and contribution of the Program (additionality, contribution of IDH) to companies incorporating GBV prevention and response mechanisms in their business practices, as well as to the reduction of occurrence of GBV in the Kenyan tea sector.

Field-level sustainability

- Assess to what extent field-level projects under the Program have contributed to less occurrence of GBV
- Assess to what extent field-level projects under the Program have contributed to a better gender balance in company leadership positions
- Assess to what extent field-level projects under the Program have contributed to a more balanced household financial decision-making for workers and smallholders