**Terms of Reference: Impact Assessment Consultant**  
**November 2022**

# Women’s Global Development Prosperity: Expanding Women’s Labor Force in Lebanon

Duration: December 15, 2022-April 28, 2023

## **Introduction**

USAID’s Women’s Global Development Prosperity: Expanding Women’s Labor Force in Lebanon (EWLFL) Project (2020 – 2023) identifies women business owners or entrepreneurs, enables them to enhance their skills and affords opportunities to benefit from mentoring relationships and support networks. It helps ensure that Lebanese women become effective catalysts of entrepreneurial development for their businesses and families in a time of economic crisis through:

1. Strengthening business development services for Lebanese women entrepreneurs.
2. Improving the enabling environment for women’s entrepreneurship; and
3. Strengthening the capabilities and resiliency of Lebanese women-led enterprises

Aligned with USAID’s strategies for development in Lebanon, the project utilizes opportunities that have materialized as a result of the current crisis, such as expanding home-based businesses and connecting quick-impact enterprises that inject stability rapidly, through support that would boost sales and hence improve income. The project targets women from all regions of Lebanon from all types of business sectors.

## **Objectives of the Consultancy**

Under the supervision of the Deputy Programs Director, the W-GDP: EWLFL is searching for an impact assessment consultant that will conduct the evaluation of EWLFL in order to determine what the project has achieved, what worked, what did not, and why.

To ensure accountability, EWLFL will hire the consultant to evaluate the project and its interventions for relevance, effectiveness, impact and sustainability. The evaluation will compare outcomes against baseline and targets using both quantitative and qualitative data. The assessment should provide insights about the project’s design and performance to enable designers, implementers, and partners to apply lessons learned for future projects.

## **Scope of the Consultancy**

**The duration of the consultancy is for about 20 weeks starting from December 15, 2022 and ending April 28, 2023.** LWR anticipates two tiers of analysis: Desk review, and primary research.

In preparation for the assessment, the consultant will be provided with the following background information documents for desk **review**:

* Baseline indicators
* Criteria for enterprise assessments and reassessments, and reports for the assessments and reassessments
* Mentorship intervention description and objectives
* Gaps and opportunities identified through the mentorship activity
* Enterprises basic business plans

As part of this assessment, consultant will conduct **primary research** using KIIs, FGDs and participant surveys. In addition to questions devised by the consultant to achieve desired results, LWR would like the following questions answered:

* To what extent do participants feel their own objectives were achieved? (On a scale of 1-5, with 1 being not at all and 5 being very much)
* To what extent do project participants believe the results achieved in the project contributed to improving their overall well-being? (scale)
* To what extent do project participants believe the project responded well to their individual needs? To individual priorities? (scale)
* What do participants identify as the most effective method of holding the project accountable for its objectives (WhatsApp? Hotline? Direct communications? Other?)?
* Was the project effective in including the most appropriate stakeholders to achieve the project’s objectives?
* Were there any unintended outcomes of the project (positive or negative)?
* What elements of the project should be increased? Decreased?
* Did the nature and quality of relationships and partnerships (between participants, participants and buyers, etc.) improve during the project? Did the project empower participants to create new relationships and partnerships?
* What aspects of the project might be considered **un**sustainable, and why?
* To what extent do participants feel programming was sufficiently gender-focused, to help women overcome barriers to success?
* Consulting with both men and women, what activities did the project use to change gender role stereotypes? To what extent were those activities successful? Please present outcomes disaggregated by gender and age groups.
* To what extent do participants feel more empowered to successfully operate their enterprises as a result of the project? To what extent do they feel better qualified to identify and manage risks?
* To what extend do women feel more empowered at home?
* According to both men and women, to what extent did men’s perceptions change regarding women’s role in economic development—for the community and in the HH? Disaggregate replies by gender.
* To what extend did male and female participants in the social cohesion activity within the project feel it was effective in building social cohesion? Disaggregate replies by gender.

Additionally, the assessment should:

* Demonstrate the degree to which the project met its indicator targets
* Collect stories from participants that document shifts in power relationships as a result of project participation and choose 4 for inclusion into the presentations detailed under deliverables
* Showcase which project components worked and in what context
* Discuss the contextual challenges which emerged (i.e., state of the country, its economy, unrest, etc.) and how they were overcome within the project
* Compile a list of examples of the ripple effects (positive or negative) caused by the project, on social cohesion and networking, local economy, and/or HH relationships and economics.

## **Key Deliverables**

To successfully complete the assessment, the consultant must produce and submit the following 4 deliverables, by the dates indicated.

**Deliverable #1: Inception Report comprised of detailed approach, work plan, and milestones**

**Due date: January 9, 2023**

The Inception Report shall include the following:

* An outline illustrating specific approach for achieving deliverables
* A detailed work plan with milestones identified
* A list of questions to be used in the assessment (in addition to those listed in this TOR)
* Research methodology and conceptual framework
* Methodology for data analysis
* Limitations of the assessment
* Proposed timeframe for data cleaning of existing datasets (provided to consultant by LWR)

Additional requirements:

* Draft Inception Report will be submitted for comments, then finalized with comments addressed or incorporated
* During this phase, consultant should start conducting KIIs, FGDs, and participant surveys, recording and taking notes for each to enable categorization and analysis
* All primary research must be translated to English (existing data and program documents are already translated)

**Deliverable #2: Outline of the final report, and clean data sets**

**Due date: February 13, 2023**

* Outline of the final assessment report, including list of Annexes to be included (e.g., tools used, questions asked, FGD notes, KII notes, etc.)
* Clean raw data sets for quantitative data, including frequencies and cross-tabulations, in CSV format and in data tables
* Notes from FGDs and KIIs in Word format
* Summary of key qualitative findings in Word format
* All of the above must be submitted in English

**Deliverable #3: Draft Assessment Report, and Power Point presentation “A”**

**Due date: March 13, 2023 (revised drafts March 27)**

* Submit 1st draft of final Assessment Report for comments, then revise with comments addressed or incorporated by March 10th. The report must be able to address all the evaluation questions and provide recommendations as necessary.
* Develop (4) case studies/success stories from participant surveys, KIIs and/or FGDs in PDF format
* Submit draft PPT presentation “A” including the 4 above noted case studies/ success stories and initial findings/ insights for comments, then revise with comments addressed or incorporated by March 27, 2023. Presentation should be “external facing”, directed toward USAID and including the interests of other stakeholders—to be presented by LWR at the EWLFL Graduation Ceremony scheduled before May 2023
* All of the above must be submitted in English

**Deliverable #4: Final Assessment Report, and PPT presentation “B” for LWR only**

**Due date: April 17, 2023 (revised drafts April 28, 2023)**

* Submit draft final assessment report for comments, then revise with comments addressed or incorporated by April 28, 2023
* Submit draft PP presentation “B” for comments, then revise with comments addressed or incorporated by April 28. Presentation should be “internal facing” (for use solely by LWR), and summarize all significant findings of final Assessment Report, along with any recommendations.

**Payment Schedule**

The Service Provider shall complete all activities by the date specified in the table below. The Deliverable and Payment Schedule also presents the corresponding payment terms as they relate to the deliverables of this assignment. Processing of payments will only commence upon acceptance of deliverables and upon receipt of invoice. Payments will be made within 30 days after receipt of invoice.

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| --- | --- | --- | --- |
| **S/N** | **Deliverable/ Task** | **Final Submission Date** | **Payment** |
| 1 | Final Inception Report with Work plan | January 9, 2023 | 30% |
| 2 | Outline and clean data | February 13, 2023 | - |
| 3 | Draft Assessment Report, and Power Point presentation “A” | March 13, 2023 | 30% |
| 4 | Final Assessment Report, and PP presentation “B” | April 28, 2023 | 40% |

## **Consultant’s Qualifications and Application Procedures**

This Consultancy is open to individual or firm. The submitted proposals will be assessed using

the three criteria:

* Demonstrated capacity to conduct survey, project evaluation, research/studies/assessments of similar magnitude and development themes (especially in the field of enterprise development, gender, market systems, etc.)
* Technical proposal outlining an understanding of the assignment and proposed methodology.
* Cost effectiveness of the proposed budget.

LWR is looking for consultants with the following qualifications and experience:

* At least five years of professional experience in conducting surveys, project evaluation with solid experience in conducting and managing enterprise development, gender, or market systems survey and evaluation.
* At least a bachelor’s degree in economics, statistics, or other relevant discipline. Master’s level degree or higher is an advantage.
* Demonstrated capacity to analyze qualitative and quantitative data in a systematic way
* Demonstrated ability to present complex information in a concise, clear and accessible way
* Have excellent writing and presentation skills (in English), and have outstanding analysis, and communication skills.

**To Apply**

Interested consultants are requested to prepare an Expression of Interest and provide evidence to support claims of knowledge, skills and experience:

* A short proposal (2 pages) on how to fulfill the ToR, which should include:
  + Evaluation methodology
  + Initial work plan
* Proposed all-inclusive budget
* Resumes/CVs with references
* A sample of a similar assessment report.

Service Providers are requested to submit the documents by **November 11, 2022** to [ewlfl@lwr.org](mailto:ewlfl@lwr.org) with subject line “ToR Response Impact Assessment Consultancy”