



ISLAMIC DEVELOPMENT BANK (IsDB)

Mid-Term Assessment of the Project IsDB & ISFD “Non-Governmental Organizations (NGOs) Empowerment for Poverty Reduction Program”

September 2023

Background

Context and Global Trends

The IsDB 57 Member Countries (MCs) continue to face daunting development challenges. Despite steady progress in poverty reduction and improving healthcare and education services, political instability, recurrent conflicts, and income inequality still present major challenges to implementing the 2030 Agenda. The global COVID-19 pandemic has widened social and economic divisions even further, amplifying and exploiting the fragilities that MCs face daily.

As of 2016, in OIC countries, out of a population of 1.77 billion, only 681 million are part of the labour force. The remaining 480 million people are economically inactive, with over 50 million unemployed (OIC Labour Market Strategy 2025). In 2018, 68.5 million forcibly displaced people were due to violent conflicts. Eight of the top 12 countries hosting refugees are MCs. The lack of access to education and skills development for refugees and internally displaced people (IDPs) remains a critical challenge.

Traditional financing is also insufficient. Therefore, OIC MCs need to tap into innovative financing channels and technological developments to address these challenges.

Addressing these challenges requires all development actors to consolidate and coordinate efforts, including governments, civil society, donors, and others. The development challenges faced by MCs are vast, multifaceted, and increasing. As such, they are beyond the scope of any individual institution and require a consolidated strategy and action.

The Rationale for Engaging with Civil Society Organizations

Civil Society Organizations (CSOs) play a critical role in addressing the development challenges faced by the most marginalised and hard-to-reach communities. Their work on the ground gives them an in-depth understanding of these challenges, and they deliver humanitarian aid and sustainable development interventions accordingly. CSOs include non-governmental organisations, community groups, cooperatives, farmers' organisations, philanthropy groups, networks, foundations, etc.

Around USD 20 billion of Official Development Assistance (ODA) is annually channelled through CSOs (OECD DAC 2018). Bilateral ODA mainly focuses on social infrastructure and Services as the primary sector of intervention, with humanitarian assistance and emergency response being the second most important area of aid channelled through CSOs.

The Sustainable Development Goals (SDGs) emphasise the need for greater involvement of civil society in the delivery of development programs and Programs s to improve the well-being of hard-to-reach communities. To achieve this goal, the Islamic Development Bank (IsDB) prioritises CSO engagement and seeks new partnership models involving CSOs and other stakeholders more effectively.

The IsDB's and ISFD's focus on innovative partnership approaches aligns with the current trend of involving non-traditional partners in development efforts to be more proactive, responsive, and at the forefront of development. The engagement of CSOs as key development partners significantly contributes to creating pro-poor growth and catalysing the poor in productive economic and social activities.

Multilateral institutions, in general, recognise the crucial role of cooperation with a wide range of stakeholders in their national development plans to meet the population's economic and social needs. CSOs are valuable partners in promoting participation, enhancing sustainability, and alleviating poverty. The mainstreaming of CSOs in the development plans and pro-poor community Program programs allows them to participate in initiatives that improve inclusiveness, reduce social inequalities, and create a new culture based on human capital, entrepreneurship, self-reliance, and accountability.

Program description:

The IsDB & ISFD Non-Governmental Organizations (NGOs) Empowerment for Poverty Reduction Program, also known as Tadamon, is an innovative initiative aligned with the inclusive Human Capital Development of the Realigned strategy of the Bank. It aims to support Civil Society Organizations (CSOs) from IsDB member countries in improving the socio-economic well-being of hard-to-reach communities and contribute to the achievement of the Sustainable Development Goals (SDGs).

The Program is derived from the existing IsDB and NGO Program, analysis of IsDB engagement with Civil Society, and the Strategy of the Islamic Solidarity Fund for Development (ISFD). It is also grounded in the 2030 Agenda for sustainable development, UNDP Digital Strategy, UNDP's Strategic Plan 2018–2021, and UNDP's ongoing work to address challenges in the Europe and Central Asia (ECA) region and other regions as well, based on the work of UNDP Alternative Finance Lab, which is part of UNDP Innovation Team.

Date Program document Approval	24/02/2019	
Program dates	Start	Planned end
	27/9/2019	26/9/2024
Program budget	10,000,000 USD	

The scope of the Program includes:

The Program has five key components. First, it aims to map, screen, and categorise national CSOs in the Member Countries that endorse the Program, identify their institutional capacity gaps, Specialisations, and landscape, and locate other actors such as international and local CSOs, philanthropies, foundations, and platforms. Second, it sets up the Tadamon platform that supports mapped CSOs to get more visibility, connections, training, and funding to serve as a “Trip advisor” for citizens and the private sector to make it easier to support the humanitarian and development efforts of CSOs financially. Third, the Program aims to build the capacity of local CSOs from IsDB MCs through dialogue and institutional capacity to raise funds, manage, implement, monitor, and evaluate grant Programs. Fourth, it promotes innovative and transformative Projects by the mapped CSOs to contribute to poverty reduction in their communities. Fifth, in 2022, a Tadamon Accelerator was added to the Program, designed to help CSOs further develop and scale high-impact solutions by applying business tools and approaches.

Program objectives:

1) Identify and verify impactful CSOs and support their work to assist refugees and remote communities, create jobs, build resilience and stronger community livelihoods, and help address environmental and energy issues.

2) Provide visibility to CSOs' Programs and activities, support better access to alternative finance, and connect them to other potential partners and supporters.

Impact model:

The Program's impact model is based on:

- Promote capacity building and strengthen CSOs in IsDB MCs.
- Support Programs with effective and innovative practices.
- Encourage the transfer of knowledge among CSOs.
- Co-finance Programs that targets the most disadvantaged population groups.
- Ensure long-term sustainability by working at the grassroots level.

Assessment purpose, objectives, and scope

Purpose

The purpose of mid-term is to assess the relevance, effectiveness, efficiency, sustainability, and impact of the IsDB & ISFD NGOs Empowerment for Poverty Reduction Programme in achieving its stated objectives and contributing to poverty reduction in IsDB MCs through supporting the work of CSOs. The assessment aims to provide recommendations for improvement and inform future decision-making and resource allocation.

Objectives

1. To assess the relevance and coherence of the Program in relation to IsDB's and ISFD's strategies and goals and the needs and priorities of the targeted communities and CSOs.
2. To evaluate the Program's effectiveness and efficiency in achieving its objectives and delivering expected outputs and outcomes.
3. To examine the sustainability of the Program in terms of its institutional, financial, and social aspects, including the capacity of CSOs to sustain their initiatives beyond the Program's support.
4. To assess the Program's impact on the targeted communities and CSOs, and its contribution to poverty reduction and SDGs attainment.
5. To identify good practices, challenges, and lessons learned from the Program's implementation and management and provide recommendations for improvement.

Scope

The assessment will cover the entire Program, including its design, planning, implementation, monitoring, and evaluation processes. It will assess the Program's performance and results from the perspective of IsDB, ISFD, UNDP, CSOs, and the targeted communities. It will also consider the contextual factors and external influences that may affect the Program's outcomes. The evaluation will involve a review of Program

documents, such as the Program plan, progress reports, and financial reports, as well as interviews with Program staff and stakeholders.

The Assessment will cover the following areas:

- Relevance and coherence: the alignment of the Program's objectives, activities, and outputs with the needs and priorities of IsDB MCs and the CSOs, the synergies and interlinkages between the Program and other interventions carried out by the IsDB, ISFD, UNDP (internal coherence), as well as the consistency of the intervention with different actors' interventions in the same context (external coherence) This also includes complementarity, harmonisation and coordination with other like-minded interventions and the extent to which the Program is adding value while avoiding duplication of effort.
- Effectiveness and Efficiency: the extent to which the Program has achieved its objectives, delivered its outputs, and utilised its resources efficiently and effectively.
- Sustainability: the capacity of the Program to continue its impact beyond the Program period, including the financial, institutional, and social sustainability of the CSOs.
- Impact: the extent to which the Program has contributed to poverty reduction and SDGs attainment and improved the well-being of the targeted communities and CSOs.
- Good practices, challenges, and lessons learned: the identification of good practices, challenges, and lessons learned from the Program's implementation and management, and the provision of recommendations for improvement in this iteration of the Program and new initiatives to be developed in the next iteration of the Program.

Assessment criteria and key questions.

The mid-term assessment aims to assess the Program's performance in relevance, effectiveness, efficiency, sustainability, and impact, as well as horizontal topics like gender and social inclusion, knowledge management and learning, and environmental sustainability. The following questions will guide the evaluation:

Relevance

- Are the Program's objectives still aligned with the needs and priorities of IsDB MCs and CSOs at the mid-term stage of the Program?
- Have any changes in the needs and priorities of IsDB MCs and CSOs required adjustments in the Program's objectives, activities, and outputs?
- Have the Program's activities and outputs effectively addressed the identified needs and priorities of IsDB MCs and CSOs?
- Have any new needs or priorities emerged during the Program implementation that were not initially identified or addressed?
- How have the needs and priorities of IsDB MCs and CSOs been considered in the design and implementation of the Program?
- To what extent have the Program's activities and outputs contributed to achieving the intended outcomes for IsDB MCs and CSOs?
- Have any unintended outcomes or negative consequences from the Program's activities and outputs that may affect its relevance to IsDB MCs and CSOs?

Effectiveness:

- To what extent has the Program achieved its stated objectives?
- What changes have been observed in the lives and well-being of the targeted communities because of the Program?
- How has the Program contributed to attaining the Sustainable Development Goals (SDGs)?
- To what extent has the Program improved the capacity and sustainability of the CSOs?
- What positive or negative unintended consequences have emerged because of the Program, and how can these be addressed in future programming?

Coherence

- The policy clarity between the strategy/programming level and the implementation level?
- Was there coordination and complementarity with other initiatives and/or like-minded institutions?
- What were the factors for achieving synergies internally (across the Program's different components) and externally (within the broader entrepreneurship ecosystem) to avoid duplication of efforts?
- What is the Program's added value vis-à-vis other existing sectorial programmes and initiatives, including prospects for upscaling?

Efficiency

- Given the available resources and timeframe, how efficient was the Program in delivering its outputs?
- What were the major obstacles or challenges to the Program's effectiveness and efficiency?
- How were the Program's monitoring and evaluation mechanisms utilised to track progress and adjust as necessary?
- How well did the Program engage with partners and stakeholders to enhance effectiveness and efficiency?
- Were there any significant cost overruns or delays, and if so, what caused them and how could they have been prevented or mitigated?
- How can the Program be improved in efficiency for the next iteration?

Sustainability:

- To what extent have the CSOs been able to sustain the Program's outcomes and impact after participation in Program activities?
- What strategies were implemented to ensure the Program's sustainability, and how effective were they?
- How have the CSOs mobilised resources to continue implementing the Program activities after participation in Program activities?
- What institutional mechanisms, such as partnerships with government agencies or other CSOs, were established to ensure the Program's sustainability?

- What were the key challenges and opportunities for sustainability that emerged during the Program implementation, and how were they addressed?
- What lessons can be learned from the Program in promoting the sustainability of CSOs and their programs?

Impact:

- To what extent has the Program contributed to poverty reduction in the targeted communities?
- What changes have been observed in the lives and well-being of the targeted communities because of the Program?
- How has the Program contributed to the attainment of the Sustainable Development Goals (SDGs)?
- To what extent has the Program improved the capacity and sustainability of the CSOs?
- What positive or negative unintended consequences have emerged because of the Program, and how can these be addressed in future programming?

Good practices, challenges, and lessons learned:

- What were the key good practices observed during the Program's implementation, and how did they contribute to the Program's success?
- What were the main challenges encountered during the Program's implementation, and how were they addressed?
- What were the most important lessons learned from the Program's implementation, and how can they inform future Program design and implementation?
- How effective were the Program's monitoring and evaluation mechanisms in identifying good practices, challenges, and lessons learned, and how could they be improved in the future?
- What are the main recommendations for improving the Program's current iteration, and what new initiatives could be developed in the next iteration to build on the Program's successes and address any remaining challenges?

Social Inclusion:

- To what extent has the Program been successful in addressing gender inequalities and promoting gender equality?
- How has the Program considered the needs and perspectives of marginalised groups and ensured their meaningful participation?
- Have the Program's activities and outputs addressed the different needs and priorities of men, women, and gender-diverse individuals?
- What measures were taken to prevent and mitigate any unintended negative consequences of the Program on marginalised groups?
- How has the Program empowered marginalised groups and promoted their social inclusion?
- How could the Program be improved to address gender and social inclusion in future iterations?

Knowledge Management and Learning:

- What mechanisms were in place for knowledge management and learning throughout the Program's implementation?

- To what extent were these mechanisms effectively capturing and sharing knowledge and learning among stakeholders?
- How has the Program utilized feedback and lessons learned to improve its effectiveness and efficiency?
- What measures were taken to ensure the sustainability of the knowledge and learning gained from the Program?
- What role did monitor and evaluation play in knowledge management and learning?
- How could the Program be improved to better promote knowledge management and learning in future iterations?

Environmental Sustainability:

- How has the Program considered the environmental impact of its activities and outputs?
- To what extent has the Program contributed to promoting environmental sustainability?
- Have there been any unintended negative environmental consequences of the Program's activities, and how were they addressed?
- What measures were taken to ensure the Program's sustainability of any positive environmental impact?
- How has the Program engaged with stakeholders to promote environmental sustainability?
- How could the Program be improved to better address environmental sustainability in future iterations?

Second phase

- The consultant will assess and provide recommendations on the continuation of the program, if deemed necessary.
- Based on the recommendations, the consultant will also develop a Concept Note of the second phase of the Program.

Methodology

The evaluation methodology should employ the following:

- Combination of both qualitative and quantitative evaluation methods and instruments.
- Review of all relevant documentation. This would include a review of inter alia:
 - Program documentation
 - Results framework
 - Annual work plans
 - Activity designs
 - Reports
 - Highlights of Program board meetings
- Semi-structured interviews with key stakeholders, including donors, implementing partners, knowledge partners, and CSOs as a key target group:
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1. Development of evaluation questions around relevance, coherence, effectiveness, efficiency, sustainability, and impact designed for different stakeholders to be interviewed.
 2. Key informants and focus group discussions with beneficiaries and stakeholders.
 3. All interviews should be undertaken in full confidence and anonymity. The final evaluation report should not assign specific comments to individuals.
 - 4.
- Surveys and questionnaires including CSOs as main Program activity participants, and/or surveys and questionnaires involving other stakeholders at strategic and programmatic levels. The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.
 - Data review and analysis of monitoring and other data sources and methods. Ensure maximum validity, and reliability of data (quality) and promote use; the evaluator will ensure triangulation of the various data sources.

The Inception Report prepared by the evaluator should include the proposal of detailed methodology. On the other hand, it is suggested to include the following:

- Evaluation should employ a combination of both qualitative and quantitative evaluation methods and instruments.
- Review of all relevant documentation. This would include a review of inter alia:
 1. Program documentation,
 2. Results framework,
 3. Annual workplans,
 4. Activity designs,
 5. Reports,
 6. Program board meetings minutes
- Development of evaluation questions around relevance, effectiveness, efficiency, sustainability, and impact and designed for different stakeholders to be interviewed.
- Semi-structured interviews with key stakeholders.
- Surveys and questionnaires.
- The evaluator is expected to follow a participatory and consultative approach that ensures close engagement with the evaluation managers, implementing partners and direct beneficiaries.
- Other methods such as outcome mapping, group discussions, etc.
- Ensure maximum validity, reliability of data (quality) and promote use; the evaluator will ensure triangulation of the various data sources.

The assignment will take place in the consultant office, with additional on-the-spot kick-off meetings and at least one country visit. The evaluator is expected to conduct online and e-mail interview with all relevant stakeholders.

The principal responsibility for managing this evaluation resides with the IsDB. The IsDB will contract the evaluator. The evaluator will report to IsDB, and written deliverables shall be presented in English and in electronic form (in MS Word format). The Inception Report and draft assessment report will be reviewed jointly by IsDB, ISFD and UNDP.

Expected Deliverables:

The individual consultant expected to deliver the following products:

- An Assessment Inception Report (10-15 pages) outlines the methodology and approach for the assessment. This report should be based on preliminary discussions with IsDB after the desk review. It should include an evaluation matrix with questions, sub-questions, data methods, and other relevant details.
- Assessment Debriefings: Immediately following the evaluation, IsDB may request a preliminary debriefing and findings.
- A Draft Assessment Report (up to 50 pages) that covers the evaluation's key findings, conclusions, and recommendations. The Steering Committee and program coordination team will review the draft report and provide feedback within an agreed-upon timeframe. The consultant will then incorporate feedback and produce an updated report version.
- An Assessment Report Audit Trail that documents any changes made to the draft report in response to feedback from the Steering Committee and Program team.
- A Final Assessment Report (up to 50 pages) that presents a comprehensive and analytical view of the assessment's findings, conclusions, and recommendations. The report should provide convincing evidence to support its conclusions.
- Results Presentations to Stakeholders: The evaluator will present the assessment results to relevant stakeholders.
- A high quality powerpoint presentation of the findings, challenges, recommendations, lessons learned, key areas of focus will be prepared.
- Second phase of the program: the consultant will provide recommendations on the continuation of the program and develop a concept note of its second phase.

All deliverables should be in English and submitted in electronic form (MS Word format). The Draft Report will be reviewed, and feedback will be provided by the IsDB, ISFD and UNDP team. The Final Assessment Report should be a stand-alone document substantiating findings, conclusions, and recommendations. The report should be comprehensive and analytical, providing evidence to support its conclusion. Type of Contract: quality and cost-based selection

Languages Required: English

Duration of the Contract: November 2023 to January 2024

Expected Duration of Assignment: Approximately 35 working days

Evaluation Period: November 2019 – September 2023

Location: On-the-spot Kickoff, One site-visit, Home-based

Important Consultant instruction: It is essential for all consultants to adhere to the designated email address provided below for any questions, queries, and proposal submissions. Emails sent to any other address listed below may not be acknowledged or considered as a submission from the consultant.

Deadline for Proposal Submission: **October 30th, 2023**

Contact for Clarification: General - BCC2023-029 Mid-Term Assessment of the Project IsDB & ISFD “Non-Governmental Organizations _NGOs_ Empowerment for Poverty Reduction Program”
f3e19e2f.isdb.org@emea.teams.ms

Proposal Submission: Proposal Submission - BCC2023-029 Mid-Term Assessment of the Project IsDB & ISFD “Non-Governmental Organizations _NGOs_ Empowerment for Poverty Reduction Program”
49199d76.isdb.org@emea.teams.ms

Website: <https://tadamon.community>

Selection and Evaluation Criteria:

The selection method for the mid-term review consultancy will be a competitive selection process. The evaluation will consist of assessing the CV of the candidate, a technical and financial proposals, an interview of the candidate.

The contract will be negotiated/awarded to the candidate (consultant) obtaining the highest combined score.

The CVs and technical criteria/proposal include the methodology, approach to undertake such assignment, the candidate's relevance to the assignment, experience in the related field, and its key staff qualification for conducting the assignment. The minimum score for technical qualification is 75.

The following technical scores and evaluation criteria will be used through the selection and evaluation process:

	Evaluation criteria	Score
1	Relevance to the assignment (10 marks)	10
	English proficiency	8
	Knowledge of another language and the constraint	2
2	Adequacy for the assignment (40 marks)	30

	Comprehension of ToR	15
	Organization, methodology	15
3	Qualifications and Competencies of the consultant in the assignment (50 Marks)	30
	General qualifications (academic profile, years of experience)	15
	Similar evaluation experience with development program	15
A	Overall review of the technical proposals	70
B	Interview of applicants	30
	Total A + B	100

Procurement method: Quality and Cost based Selection (QCBS).

The Minimum Qualifying score: 75

Technical Proposal: 70

Financial Proposal: 30

Proposal Requirements

Submission of Proposal

The Bank accepts CVs and Technical & financial Separate Proposals delivered through designated e-mail in PDF Format. As such, the Technical Proposal should be sent by email.

The email subject should indicate a Proposal for the mid-term review of the NGOs Empowerment for Poverty Reduction Program. Proposals submitted after the deadline stated in the invitation letter will not be accepted. It is suggested to submit the proposals as early as possible.