



ISLAMIC DEVELOPMENT BANK
Independent Evaluation Department (IEvD)
Terms of Reference (ToR) for Consultancy Service for the
Women Empowerment and Youth Development Thematic Evaluation

1. Background and Rationale

1.1 The Independent Evaluation Department (IEvD) is an independent and specialized organ with the prime responsibility to plan, design, and conduct the evaluation of the operations financed by IsDB in line with internationally recognized evaluation principles. The primary objective of the IEvD is to conduct project, sector, thematic, process, program, and country assistance evaluations covering the activities of the IsDB. Evaluations conducted by the department provide sound assessments of the relevance, efficiency, and effectiveness of the IsDB's interventions and the sustainability of the development results achieved. The IEvD reports directly to the IsDB's Board of Executive Directors (BED)".

1.2 Recognizing that the low socio-economic status of women is a major challenge facing the Muslim World, while also acknowledging that their participation and socio-economic status is a prerequisite for achieving sustainable development, the Board of Executive Directors of the IsDB approved the IsDB Women's Empowerment Policy in February 2019 and Youth Development Strategy (2020-2025) launched in July 2019. These two instruments were focused on the cross-cutting area of Women and Youth to achieve the IsDB Group's 10-Year Strategy (2015 – 2025) and more recently the strategic objective of the IsDB strategic realignment (2023-25) "Tackling Poverty and Building Resilience" and Pillar 2 of "Promoting Inclusive Human Capital Development".

1.3 The Bank approved its first ever Women's Empowerment Policy in 2019. The goal of the IsDB's Women's Empowerment Policy is to improve the effectiveness of development assistance to bring about greater socio-economic returns and deliver on its mandate. The policy scope suggests that in the absence of women's empowerment units in **IsDB Group entities**, this policy will guide any work related to women's empowerment done by the entities. The Policy centers around 4 pillars Access, Mainstreaming, Agency, and Learning (AMAL). Women's Empowerment Policy was intended to guide IsDB towards integrating women's empowerment in future operations, in line with the IsDB 10-Year Strategy and its reform agenda based on the President's 5-Year Program (2017–2022).

1.4 The IsDB Women and Youth Empowerment (WYE) grants portfolio, from 2018 to date, consists of about 35 projects (grants vary from USD150,000 to 250,000 on average per grant project). The portfolio of WYE is spread across various regions that the IsDB serves including Asia, the Middle East and North Africa, Sub-Saharan Africa, and the CIS. The WYE Grant Program supports projects focusing on women's education, skills development, financial inclusion, and entrepreneurship development as well as improving maternal health, eradication of Obstetric Fistula, women in science, technology, engineering, and mathematics (STEM), among others.

1.5 In addition to the WYE Grant Program, the Bank is an implementing partner of the Women Entrepreneurs Finance Initiative ([We-Fi](#)), which is a collaborative partnership among 14 governments, 8 multilateral development banks (MDBs), and other public and private sector stakeholders. Under the We-Fi initiative, the Bank is leading the implementation of 6 programs amounting to USD 55.6 million, by supporting women-owned/led small and medium (WSMES) enterprises in for the implementation of 6 programs that aim to support women-owned/led small and medium (WSMES) enterprises in 9 countries (Yemen, Bangladesh, Burkina Faso, Guinea, Indonesia, Niger, Nigeria, Senegal, and Sierra Leone) with financial and non-financial services.

1.6 In order to address the specific needs of the Youth and preparing them for a brighter future, the Youth Development Strategy (YDS) was launched in July 2019 with two principal objectives: **(i) to support young women and men to be productive and economically empowered, so as to contribute to the development of their societies; and (ii) to support young women and men to be engaged and responsible, in order to embody and embrace leadership.** The YDS has three strategic pillars to achieve the desired objectives, and these are (i) Education; (ii) Economic empowerment; and (iii) Engagement. The YDS strategy was designed to be implemented by various units of the Bank and to engage staff in headquarters, the Regional Hubs, and others across departments and units of the whole Group. Overall, the YDS aims to provide financial support for MSMEs for economic empowerment and additional job creation targeting youths and women in MCs.

1.7 As part of its 2024 work program, IEvD has planned to undertake a thematic evaluation of Women's Empowerment and Youth Development. IEvD is seeking the services of a consultant to design and conduct the thematic evaluation of IsDB Women's Empowerment Policy, Operational strategy, and the Youth Development Strategy and Action Plan. This evaluation is part of the approved IEvD's Three-Year Rolling Work Plan 2024-26 and will be carried under the supervision of an IEvD designated Team Leader and staff.

1.8 The IsDB Thematic Evaluation of Women's Empowerment and Youth Development will focus on assessing the achievement of strategic objectives across a number of projects, programs, and the business process. This evaluation will also assess and recommend future improvements to the Women's Empowerment and Youth Development Policies and Strategies.

1.9 The rationale for this evaluation is threefold (i) determining the extent to which the IsDB's strategy Women Empowerment and Youth Development have been relevant and coherent, (ii) assessing their development effectiveness, i.e., the results achieved by the both operational strategies; and (iii) Learning, by identifying the lessons on how these two strategies can contribute most impactfully to the realization of the inclusive development approaches to maximize the impact of the IsDB / IsDB Group interventions.

2. Evaluation Objectives and Scope

2.1 The overall objective of this evaluation is to assess the efficacy of IsDB / IsDB Group Thematic Work of Women Empowerment and Youth Development. The specific objective is to assess the relevance, coherence and effectiveness of these thematic policies / strategies and their related interventions.

2.2 The evaluation will inform on the relevance and coherence of these instruments and how well they have been mainstreamed as cross-cutting themes for achieving the development impact on the Women and Youth in member countries (MCs) and Muslim communities in non-MCs. It will also assess the extent to which IsDB / IsDB Group performed in implementing these thematic policies and strategies. The evaluation will assess the development results achieved under the respective projects / programs and initiatives focused on Women and Youth. Moreover, the evaluation will generate strategic and operational lessons and recommendations on how IsDB / IsDB Group can further its development effectiveness under these cross-cutting themes.

2.3 This evaluation will also assess the extent to which Women's Empowerment Strategy/Policy and Youth Development Strategy/Action Plan informed the work done by IsDB / IsDB Group entities. The scope of the evaluation includes:

- a. Assessing the extent to which Women's empowerment and Youth Development instruments have been integrated into IsDB / IsDB Group projects, programs, initiatives, and operational procedures.
- b. Assessing the scale of achievements under the Women's Empowerment and Youth Development Strategies before and after their respective adoptions.

- c. Assessing the Bank's approach to adopt the inclusive approaches and mainstream the development needs of women and youth by increasing their access to services that foster learning and employment by harnessing the capabilities of women and youth.
- d. Assessing the extent of achievements to ensure development financing is more inclusive, addressing women and youth empowerment.
- e. Assessing the extent of support for increasing women's access to socio-economic services and resources under SDG 5 (Gender Equality), fostering learning and capacity development of women and youth to promote entrepreneurship and job creation.
- f. Benchmarking IsDB's Women's Empowerment and Youth Development strategy with other MDBs.
- g. Generating lessons and recommendations for improvement in future programming and approaches.

2.4 The above scope may be reviewed and revised after desk review of existing evaluations at the inception report stage. The indicative Evaluation Questions are as follows:

- a. How relevant were the Women's Empowerment and Youth Development instruments for the objectives of the 10-Year Strategy, the President's 5-Year Program (P5P) and the Realigned Strategy 2023-2025)?
- b. How consistent and coherent were the objectives of the Women's Empowerment and Youth Development strategy with the member country's development needs and challenges and (b) the beneficiary priorities?
- c. To what extent are both thematic strategies effectively managed, rolled out and mainstreamed to achieve expected results? What are the effects of such mainstreaming / integration?
- d. To what extent have the Women's Empowerment and Youth Development projects contributed to the specific development outcomes? What are the reasons for the achievement and non-achievement of the objectives and what lessons can be drawn from them?
- e. To what extent did the IsDB Group's procedural frameworks / operational manuals include the Women's Empowerment and Youth Development strategic objectives?
- f. What are the gaps (based on benchmarking) in integrating the Women Empowerment and Youth Development to increase their development effectiveness?
- g. What are the key lessons learned and recommendations going forward?

3. Main Tasks of the Consultant

3.1 The consultant will collect the necessary data and information in order to prepare a comprehensive thematic evaluation report providing evidence on the above stated objectives and scope. All quantitative and qualitative data, documented references, and documentation (i.e. pictures) should support the content of the report. The consultant may use charts, tables, and graphs to support the findings and recommendations in the report.

The evaluation exercise will be based on the following tentative approach:

- a. A literature review on the evolution Women Empowerment and Youth Development:** This macro analysis will showcase the evolution and current status of the key indicators on IsDB member countries individually and by region and sub-themes.
- b. A desk review of IsDB / IsDB Group Portfolio documents:** an analysis of existing data from the Women's Empowerment and Youth Development project completion reports, as well as evaluations conducted by IEvD and by other MDBs operating in the same member countries.
- c. Key Informants Interviews:** The evaluation consultant will conduct in-person and virtual key informant interviews with key co-financiers, technical partners, Executing Agencies, MC government officials, development partners (other multilateral development banks in the region and country), IsDB Group management, and staff at the headquarters and relevant staff in all

regional hubs, including the selected ones. The discussions will focus on the stakeholders' experience of planning and implementing projects focused on Women's Empowerment and Youth Development, their preparation, implementation, and monitoring.

- d. **A field mission to at least two countries, for primary data collection:** The collection of primary data will be a combination of qualitative methods (mainly) and some quantitative methods and interviews with stakeholders. The countries will be identified later in consultation between the IEvD designated staff, consultant and relevant Women's Empowerment and Youth team.
- e. **Online Perception Survey:** The online survey will be conducted to assess the perception of stakeholders of the Women's Empowerment and Youth Development of IsDB projects. Survey respondents will be both internal and external stakeholders including IsDB G's staff, EA staff. Consultant will design the questionnaire in consultation with the IEvD team. IEvD will convert the questionnaire into an online questionnaire.
- f. **Benchmarking with other MDBs:** The exercise will be carried out to take stock of good practices and for comparison purposes. It will include the African Development Bank (AfDB), the Asian Development Bank (ADB), and the World Bank based on the publicly available documents.

4. Main Deliverables of the Consultant

4.1 The consultant's assignment includes the collection of the necessary data and information in order to prepare a comprehensive evaluation report. The content of the report should be supported by statistics, documented references, and pictures from the assessed projects and meetings. The report should be supporting the conclusions with quantitative and qualitative data and information, along with illustrative charts, figures, and statistics, with clear and up to date documented references.

4.2 The consultant will work remotely from her/his home base location in collaboration with IEvD staff to conduct a comprehensive evaluation of the Women's Empowerment and Youth Development projects. However, the consultant is expected to join the IEvD team in the field missions at least twice for the case studies. The deliverables of this consultancy shall be in English.

4.3 The consultant will be responsible for undertaking the following tasks and producing the **following deliverables:**

- i. **Prepare an evaluation approach paper** detailing: (i) the methodology of the evaluation, (ii) portfolio analysis, (iii) Evaluation questionnaires and data collection tools, (iv) proposed schedule/work plan of the evaluation activities, and (v) Outline of the case study reports and (vi) Revised Outline of Final Report. The Approach Paper will be based on comprehensive review of background documentation of Women's Empowerment and Youth Development projects, relevant evaluation studies, and evaluations conducted by other MDBs on the similar topic.
- ii. **Prepare two four-page Back to Office Reports (BTOR)** summarizing the preliminary findings and main issues for the attention of the senior management from the field missions to the two-case studies.
- iii. **Prepare a Draft Evaluation Report of two Case Studies (V0.1)** to be submitted to the IEvD (four weeks after completion of site visits) for review and comments. The IEvD will send its comments and feedback to the consultant within two (02) weeks after receiving the draft report. The consultant should submit an updated draft report (V0.2) based on the IEvD review and comments within seven (07) working days. IEvD will then share the updated draft report with the IsDB Group units concerned for feedback and comments. The IEvD will send the comments it receives within 15 working days of receiving the updated draft report (V0.2). The outline of the report will be agreed upon with the consultant during the preparation of the Approach Paper.
- iv. **Prepare a Draft Report of the Thematic Evaluation of Women's Empowerment and Youth Development (V0.1).** This draft report will be submitted inline to [Annex-1](#) to the IEvD (six weeks after finalizing the two country case study reports) for review and comments. The IEvD will send its comments and feedback to the consultant within two (02) weeks after receiving the draft report. The

consultant should submit an updated draft report (V0.2) based on the IEvD review and comments within seven (07) working days. IEvD will then share the updated draft report with the IsDB department(s) concerned for feedback and comments. The IEvD will send the comments it receives from the department(s) concerned within 15 working days of receiving the updated draft report (V0.2). The final report should be around 40 pages, excluding annexes. The indicative outline of the report is mentioned in the [Annex-1](#) and will be agreed upon with the consultant during the preparation of the Approach Paper.

- v. **Prepare a four-page Executive Dissemination Note (EDN)/ flyer** reflecting the Evaluation findings and lessons (Template will be provided) for the study.
- vi. **Prepare a brief Power Point presentation to disseminate** the evaluation findings, lessons learned and recommendations. (Template will be shared by IEvD).

5. Timeline of and Payment for the Assignment

5.1 The main deliverables of this assignment are expected to be delivered by the Consultant within the specified timeframe:

- i. **20 August – 10th September 2024:** Finalize the Desk Review and the draft Approach Paper.
- ii. **11th September - 15th September 2024:** Support IEvD team to finalize and launch Approach Paper for Thematic Evaluation of Women’s Empowerment and Youth Development, preparing all background paper.
- iii. **01 October- 30 October 2024:** and conducting field mission in selected countries (through consulting with relevant line ministries and agencies in selected case study countries and filling questionnaires)
- iv. **01 November - 10th November 2024:** A four-page comprehensive Back-To-Office Report (five days after the field mission) reflecting the main key findings, lesson learned and recommendations.
- v. **11 November – 30th November 2024:** The draft Thematic Evaluation Report.
- vi. **01 December – 20 December 2024:** The Final Evaluation Report, Knowledge-Series/ flyer for dissemination and a recommendations and follow-up matrix; and a comprehensive PowerPoint presentation reflecting the content of the evaluation report.

5.2 The Consultant is expected to commence the assignment tentatively by **20th August 2024** and the assignment should be completed by **20th December 2024**. The distribution of the working days during the period will be flexible. The consultant will be paid a lumpsum amount of **USD 52,000**. This amount has been established based on the understanding that it includes all the Consultant's allowances and benefits, accommodation, and travel costs, as well as any tax obligations and any related cost items that may be imposed on the Consultant. The consultant will have the flexibility of working home-based.

5.3 The proposed breakdown of payments is as follows:

- **20%** upon submission and acceptance by IEvD of deliverable (i) of section 4.3.
- **30%** upon submission and acceptance by IEvD of deliverables (ii), and (iii) of section 4.3.
- **20%** upon submission and acceptance by IEvD of deliverables of section 4.3
- **30%** upon submission and acceptance by IEvD of deliverables (v) and (vi) of section 4.3

6. Consultant of Firm Qualification /Skills:

6.1 The required Consultant Qualifications include: (i) Relevant Academic Background in social studies, development studies, economics (at least master’s degree) or related areas; (ii) At least ten years of experience in gender and youth operations management; (iii) Sound knowledge and proven experience in evaluation; (iv) Excellent oral and written communication skills in English; (v) Computer skills in word processing, data analysis and presentations. The following table will be used as a guide for evaluation of the submitted Expression of Interest (Eoi).

6.2 Interested consultants must provide the following:

- Information on availability of the expected services.
- Curriculum Vitae, highlighting relevant experience, and publications.
- Sample of similar evaluation conducted in the past.

7. Expression of Interest

7.1

Interested Consultants are invited to submit a technical & Commercial proposal no later than Dated 14th August 2024 3:00 p.m., Jeddah time to the following designated email address ' : EOI Submission - BCC2024-032 - Recruitment of Consultant for IsDB Women's Empowerment and Youth Development Thematic Evaluation-15726 1f232832.isdb.org@emea.teams.ms

7.2 For any Clarification or General Queries please contact thru given email: General - BCC2024-032 - Recruitment of Consultant for IsDB Women's Empowerment and Youth Development Thematic Evaluation-15726 6f8c156a.isdb.org@emea.teams.ms

7.3 Additionally, and most importantly, IsDB currently Implemented the Procure to Pay Solution with SAP Ariba, you are kindly required to register yourself/Esteemed Firm through Self registration link as follows for the RFP/TOR and future Business with IsDB.

8. Absence of Conflict of Interest

According to IsDB rules, the consultant must not have been involved in the design and/or implementation, supervision, and coordination of and/or have benefited from the WEYD Policy, strategy, program/project (or theme) under the scope of the evaluation. The consultant will be requested to sign a declaration that the s/he has not worked in any program in any capacity.

Annex-1: Evaluation Report Outline

- Acknowledgments
- List of Acronyms & Abbreviations
- Executive Summary *(The summary should not exceed three pages in length)*

Chapter - 1: Introduction and Background

(This chapter should not exceed three pages in length)

Chapter - 2: Women Empowerment & Youth Development Assessment

- 2.1 Relevance of Women's Empowerment and Youth Development Frameworks
- 2.2 Coherence of Women's Empowerment and Youth Development Frameworks
- 2.3 Delivery Mechanisms of Women's Empowerment and Youth Development strategy and Action Plan *(Achievement of results)*
- 2.4 Effectiveness of Women's Empowerment and Youth Development *(Achievement of W&Y Portfolio Results)*

(This chapter should not exceed ten pages in length)

Chapter - 3: Women and Youth Integrated into Sectors

- 3.1 Quality of Mainstreaming / Integration of Women and Youth Themes into other programs / sectors.
- 3.2 Performance of key stakeholders (IsDB / IsDB Group, Partners, MCs, etc.)

(This chapter should not exceed eight pages in length)

Chapter - 4: Issues, Lessons and Recommendations

- 4.1 Issues
- 4.2 Lessons Learned
- 4.3 Follow-Up Actions and Recommendations

(This chapter should not exceed six pages in length)

Annexes

Annex-1: Photographs of Development Results

Annex-2: Theory of Change of Women's Empowerment and Youth Development strategy

Appendix-1: Case Study #1: Successful & Failed/Missed Women Empowerment Initiatives

Appendix-2: Case Study #2: Successful & Failed/Missed Youth Development Initiatives

Appendix B

Expression of Interest (EOI) by Applicant

Date: _____

I have read carefully your Invitation for Expression of Interest for the captioned assignment and find the Terms of References (TOR) and Scope of Work match my skill mix and experiences for providing the services required in the TOR. I would like to express my interest for being considered for the assignment. I understand that IsDB does not have an obligation that I must be selected.

I have attached to this EOI my Curriculum Vitae (CV) for your consideration along with two writing samples. Some of the key information is highlighted below:

Personal Profile

Nationality:
Date of Birth:
Permanent Address:
Phone No.:
Email:

Past Consultancy Assignment References

[Notes to consultant: Please select most relevant consultancy assignments you have recently completed to demonstrate your technical qualifications and experience.]

Period	Client	Project	Country	Your role (As lead consultant or as member of a team?)	Value of the Contract

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III. Availability

I shall be available for the services from _____ to _____.

IV. Eligibility Declaration

I, the undersigned, certify to the best of my knowledge and belief:

- I have read terms of reference (TOR) and Scope of Work (attached), for this assignment.

- I confirm that the project references submitted as part of this EOI accurately reflect the experience of myself.

- I confirm that I have never been convicted of an integrity-related offense or crime related to theft, corruption and fraud.

- I understand that any misrepresentations that knowingly or recklessly mislead, or attempt to mislead may lead to the automatic rejection of the proposal or cancellation of the contract, if awarded, and may result in further remedial action, in accordance with IsDB's Integrity and Anti-corruption Policy.

Signature:

Name of the Applicant