Terms of Reference
External Evaluation of HerVenture, a mobile learning application in Kenya
May 2020
When women entrepreneurs have the support and opportunities to thrive, the future is transformed. Businesses flourish. Communities prosper. Attitudes shift. Economies grow.

At the Cherie Blair Foundation for Women we help release the potential of women entrepreneurs, so they can redefine the future.

We deliver training, facilitate mentoring and share knowledge, inspired by the women involved in our work around the world – and by our partners, donors and collaborators. We open doors to finance, markets and networks and use technology to help women learn, and to start, sustain and grow their businesses. And we press for change to stop women being held back. With the Foundation's support, women gain the confidence to reclaim the rights and freedoms they are too often denied. As a result, businesses flourish. Communities prosper. Economies grow. Attitudes shift. And women move the world in a whole new direction.

For the last decade our Foundation has worked with nearly 150,000 women entrepreneurs in over 100 countries across Africa, Asia, Central and South America and the Middle East.
1. **Background**

The Foundation is looking to contract a consultant/organisation to conduct an external evaluation of our HerVenture Kenya pilot project, wherein we provide business management and financial literacy skills through a mobile learning app, HerVenture, in Kenya. HerVenture was first launched in Vietnam in 2018, and has since been rolled out in Indonesia and Nigeria. The evaluation will review the impact of the project, which is at pilot stage in Kenya and will run for three months from May to July. It is expected that the evaluation would take place in August 2020.

The HerVenture app enables women entrepreneurs to gain business skills, connect with fellow women entrepreneurs around them, and get support and advice to overcome challenges on their business journeys. The app caters to the learning needs of women in the start-up and growth stages of their business and provides them with an inexpensive means to receive practical guidance to develop key knowledge, skills and attitudes necessary to effectively navigate the start-up stage and move to the next level of growth.

Through the app, users can create a customised learning path for themselves, based on what stage they are in their business, and receive support accordingly. The key subject areas include how to launch a business, managing business records, product customisation and innovation, expanding market access, expanding business operations and workforce, and accessing finance.

The content is delivered in English in the form of bite-sized easily digestible swipe-able cards, quizzes, videos and more. It will enable women entrepreneurs who are time constrained and often juggling business and household responsibilities to access skills-building content. Delivered in short engaging formats, this will fit their learning experience around their busy daily schedules.

The app is targeted at micro and small business owners in urban and peri-urban areas who have access to a smartphone or a feature phone through which they could access the Android app.

Through HerVenture, the Foundation will support women entrepreneurs to:
- Apply the lessons they learn to their business practices
- Increase the number of clients
- Increase the number of staff
- Increase their business revenue
- Increase their confidence and leadership

2. **Purpose and scope of the consultancy**

The purpose of this consultancy is to support the monitoring, evaluation and learning of the project to understand the extent to which it has met its goal of enabling women entrepreneurs in Kenya to grow profitable and sustainable businesses.
Specifically, this will include:

1. **Designing a monitoring, evaluation and learning (MEL) plan.** The consultant will be expected to develop a MEL plan at the start of the consultancy period. The MEL plan should outline the methodology that will be used to conduct an external evaluation using the data the Foundation is collecting through a baseline survey and the app analytics. The consultant should develop tools and the approach for the final data collection. The plan produced by the consultant should ensure adherence to the Foundation’s M&E framework and include stakeholder (especially participant) engagement.

2. **Collecting data as part of the external evaluation.** The consultant will be expected to gather data, including conducting surveys, interview and focus group discussions with HerVenture participants to inform the external evaluation.

3. **Develop a final evaluation report:** The consultant should produce a final evaluation report that outlines the findings of the evaluation, as well as background on the design, methodology, approach and data collection tools used during the review. This report should be supplemented by a short summary report of the findings. (See Section 5. Deliverables for more information.)

The primary focus of the evaluation should be on learning and understanding the changes resulting from the project, reflecting on progress and achievements, and highlighting recommendations for scale-up in Kenya. The main audiences for this evaluation are the Foundation, partners and stakeholders, as well as the women entrepreneurs themselves.

To guide the scope of the evaluation, the consultant will seek to respond to the following questions, which will be refined in conjunction with the Foundation and the local partners:

- Have the project outcomes been achieved, and were there any unintended outcomes?
- How, when, and for whom did the project make a difference? How significant was this difference?
- What content in the app was the most useful and effective? How did the app facilitate linkages between app users? What value did this generate for users?
- To what extent have users applied their learning to their business practices?
- To what extent has users’ confidence increased after learning with HerVenture?
- What, if any change, has there been in relation to users’ number of clients, number of staff and business revenue since using the app?
- Specifically, what profile of users found the app most useful? Start-ups, or more established businesses? What other factors affected this such as age, location or other?
- Did project outcomes also extend to indirect beneficiaries? What was this impact, and how significant was it?
- What were the most effective methodologies and approaches used to bring about changes to the women’s lives? Was the mobile learning methodology...
effective and what areas could be improved? What components of the methodologies and approaches can be used to maintain changes going forward?

- What has worked and what has not worked so well? What lessons have been learnt?
- What are specific recommendations for future programme design?

The consultant will work in close collaboration with the Foundation and our local implementation partners in Kenya.

Although the maximum budget available for this work is £5,000, we will also be considering which proposals offer the best value for money.

3. Methodology

Building on the MEL plan, the consultant should develop a methodology to conduct an external evaluation of the pilot project.

The proposed methodology will employ (but not be limited to) the following approaches:

- Review of project documents and mobile learning application.
- Consultations with implementation partners and stakeholders.
- Primary data collection using quantitative and qualitative methods as relevant – e.g. surveys, focus group discussions, interviews.
- Review data collected through the mobile learning app.

4. Deliverables

The following deliverables are expected during and at the end of the consultancy:

- Initial kick-off meeting with the Foundation and implementation partners to discuss/ agree the scope of the evaluation.
- A short inception report, which will include proposed methodology and MEL plan, implementation plan, clear timelines, key tasks, and deliverables.
- Presentation of findings of evaluation to the Foundation using PowerPoint at an on-line validation workshop. The presentation should highlight the main findings of the evaluation.
- Final evaluation report (including draft) including: findings, lessons learnt, conclusions and recommendations and case studies. This should be supplemented by a short summary of the report.

The due dates for all deliverables will be finalised by the Consultant with the Foundation prior to the finalisation of the work plan.
In addition to the above, regular check-in calls between the Consultant and the Foundation will be held to update on activities and debrief on emerging findings.

5. **Scoring criteria for consultant selection**

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| Experience of designing and conducting research and evaluations         | A record of designing and executing monitoring, evaluation and learning systems, including record of delivering rigorous research and evaluations in English.  

Sound knowledge and understanding of the entire project cycle and the ability to monitor and evaluate the quality of each project stage.  

Competencies in data collection and analysis related to socio-economic variables, quantitative and qualitative research. | 30%       |
| Experience working on women’s empowerment and mobile for development, preferably in Kenya | Previous experience working on women’s economic empowerment, and preferably women’s entrepreneurship, as well as mobile for development projects.  

Previous experience of working on women’s entrepreneurship projects.  

Sound knowledge and understanding of the context and key issues related to women’s entrepreneurship in developing and emerging economies, especially in Kenya.  

Previous work experience in Kenya. | 20%       |
| Proposed methodology                                                     | The Consultant must work in consultation with the Foundation to develop the methodology.  

Clear methodology for gathering data on an app-based project, ensuring we have the appropriate data required to measure impact.  

The consultant must display the ability to identify gender-specific approaches and indicators relating to women entrepreneurs and design/develop adapted methods to the local context. | 30%       |
| Financial proposal                                                       | The most economical proposal that meets the expectations of the work will be selected. | 20%       |
6. Timeframe

As outlined in the Background section above, the Foundation anticipates that the external evaluation will take place in August 2020. The consultant should suggest how much time is needed to develop the evaluation methodologies before the evaluations are conducted, as well as how much time is needed to review the data and develop the final reports once the evaluation is completed. The Foundation anticipates the consultancy will begin in June 2020.

Please note, the consultant is not expected to be providing services for the duration of the project, but rather at different stages of the project based on the approved approach.

7. Payment terms

The payment terms will be agreed with the consultant at the start of the project.

The consultant is expected to provide her/his own office space and working equipment.

In addition, the consultant is expected to cover the cost of insurance, travel, communication and any expenses associated with the consultancy within the available budget.

8. Instructions for submission

All submissions must be sent to recruitment@cherieblairfoundation.org by 09:00 GMT on Monday, 15 June 2020. Please use 'HerVenture Kenya External Evaluation' as the subject title to your email application.

Prospective consultants are expected to submit technical and financial proposals in English including the following:

- Profile of consultant/firm, clear demonstration of previous experience in:
  - Designing MEL plans and conducting external evaluations
  - Working on women’s empowerment
- Demonstrating a clear understanding of the Terms of Reference
- Proposed approach and methodology
- Suggested timeline for the evaluation
- Proposed budget in GBP and inclusive of VAT.

Appendices to the proposal must include:

- CVs of the consultancy team
• Three references from similar training needs assessment projects undertaken by the consultant(s), including e-mail contacts and phone numbers.

Questions and clarifications regarding the Terms of Reference should be sent to: recruitment@cherieblairfoundation.org