

## Terms of Reference

Independent evaluation partner for the Disha project in India

### Background

IKEA Foundation

Stichting IKEA Foundation is the philanthropic arm of INGKA Foundation, the owner of the INGKA Group of Companies. The vision of IKEA Foundation is to create a better everyday life for the many people. The mission is to improve the lives of vulnerable children by enabling their families to create sustainable livelihoods, and fight and cope with climate change.

The Disha project

Started in early 2015, the Disha project is a partnership between UNDP, Xynteo<sup>1</sup> and IKEA Foundation. Working across five states—Delhi NCR, Haryana, Karnataka, Maharashtra, and Telangana, the project has three major goals:

- To provide 1 million women with marketable skills and livelihood opportunities
- To develop innovative and scalable public-private partnership models
- To establish a continuum that connects education to skills, jobs, and growth

Disha utilized a phased approach in its implementation. The phased approach consisted of five stages: the Scoping Phase, the Proof of Concept Phase Part A (Pilot Testing), the Mid Term Review (MTR), Strategic Review and Transition Phase, and soon, the Proof of Concept Phase Part B (Model Testing)

Each phase was designed with specific purpose and generates insights to inform subsequent stage. The Scoping Phase was instrumental in setting a robust agenda by highlighting the dire need of women in the Indian context. In response to the results of the EY survey, which uncovered the crippling impact of information gaps for underprivileged women and girls, Disha partners devised a theory of change aligned to three verticals: Bridging the Information Gap (BIG), Skilled for Jobs, and Entrepreneurship Development.

The initial Proof of Concept Phase, from October 2015-December 2016, rolled out a kaleidoscope of local sector specific projects across Disha target states. The MTR which involved key stakeholders (governments, private sector, vocational training providers) reaffirmed Disha's programme agenda as well as highlighted factors inhibiting Disha from fully leveraging the tremendous potential in skilling for women.

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<sup>1</sup> Xynteo existed the partnership in MM/ 2017

Subsequently, a strategic review was commissioned with Dalberg Consulting. The strategic review validated the MTR approved approach but recommended fundamental changes in management, communications set up and programmatic approach. Specifically, in the upcoming model testing extension phase, Disha will focus on refining the four models to ensure that the project not only meets the targets but also create model and solution that are innovative, scalable and sustainable.

- Model 1: Creation of Career Guidance and Counselling Frameworks in government schools and colleges
- Model 2: Creation of 'Employment Bazaars or Marketplaces' in under-served smaller towns and semi-urban areas
- Model 3: Fostering Entrepreneurship in rural areas and self-employment in urban areas
- Model 4: Adding Value for Producers through value chain linkages with the organized sector

In addition to iteration and refinement of the models, this extended phase of the pilot will strengthen the existing ecosystems that link school, skills and jobs in India via coordination, capacity building and making information available.

### **Rationale and Objectives of the TORs**

UNDP is seeking additional funding from IKEA Foundation so they can staff up and strengthen their capacity in the area of private sector engagement and fulfill the role previously filled by Xynteo. IDF will continue to be the concurrent monitoring agency working under the contract and supervision of UNDP (Annex IDF proposal and description of MIS).

At this juncture, and before deciding whether and what Disha models can be recommended for scale up and IKEA Foundation engagement in the future, it is crucial that that IKEA Foundation assess the impacts on women and on the ecosystem that Disha has interacted with. IKEA Foundation therefore is seeking service of an independent evaluation agency to conduct an impact evaluation of the Disha project. Key questions that this evaluation aims to answer include:

- What are the economic empowerment impacts of Disha project on women in the project states? Key measures of success relating to "economic empowerment" needs to be based on project theories of change developed by implementing partner. (Annex latest project proposal from UNDP)
- What aspects of Disha have been institutionalized and/or adopted by Governments in the four states?
- To what extent Disha has changed the ecosystems from school, skills and jobs and what changes has Disha contributed to?

- How scalable is the models of Disha? What can be recommended to Government and partners to scale up?
- What are the recommendations for IKEA Foundation on future engagement with Disha?

### **What we are looking for in the M&E and Learning partner**

- Experience and track record in conducting impact assessments of large scale, complex skilling programs
- Knowledge and familiarity with India economical, political and livelihood creation contexts
- Track record in quantitative and qualitative analyses for impact evaluation
- Excellent written and verbal communication skills
- Strong leadership who can work effectively with the consortium partners
- Local languages skills an asset
- Sample reports from previous evaluative works would be considered

### **Budget**

Partner please estimate cost based on design and what it takes to implement the design. Welcome options and scenarios for us to consider

### **Timelines**

The model testing phase II is envisaged to end December 2019 and findings from this evaluation will inform IKEA Foundation's decisions on future funding for and engagement with Disha. It is therefore important that the evaluation produces preliminary findings by January 2020? Working backwards from this deadline, evaluation agency should propose a timelines and key milestones (such as finalization of protocol with tools, field work, analyses and write up of reports).

### **Annexes**

- UNDP latest proposal
- IDF proposal and scope of work under UNDP for this phase
- Description of MIS and previous reports by IDF (so evaluation agency have ideas about what date have been collected and available)