

Terms of Reference

Consultancy for Project evaluation

“Haiti – to serve poorest populations of Port-au-Prince and its surroundings with financial solutions and support for economical initiatives via resources agencies”

BACKGROUND OF THE PROJECT

The objective of Entrepreneurs du Monde is to reduce poverty and improve the living conditions on a long term basis of households living in precarious conditions by helping their economic and social development.

Created in 1998 and supported since 2003 by Entrepreneurs du Monde, ID Microfinance (IDM) helps several thousand Micro entrepreneurs from underprivileged areas in Port au Prince who have no access to bank credit to finance the development of their business activities. IDM proposes long term, continuing support: micro credit, savings, training and social support to prevent and limit the social unrest which, too often, damages the dynamics of the economy. Craftsmen, small shopkeepers, restaurant owners... the activities are numerous and contribute to the economy of Port au Prince. These fragile but very determined people manage their business in a responsible and autonomous way. To IDM they are not beneficiaries but partners.

After the earthquake: an immediate response.

To help its partners who were victims of the earthquake boost their activity, IDM first evaluated the situation and then adapted its services. In the first semester IDM granted 2750 interest-free loans, rescheduled 630, deregistered 260 and recapitalised 470. IDM also gave psychological support to its partners and employees by means of support groups. The agency in the City centre, destroyed after the earthquake, has been relocated to the heart of its activity zone. The branch in Cité Soleil has been moved because of increased insecurity.

Secondly: quite a different approach.

In 2010, IDM reduced its rates by a third which makes it the cheapest institution in Port au Prince. IDM has replaced its solidarity-based groups with groups without financial solidarity ties. It has encouraged saving and boosted the Ti Kredi (interest-free loan for the most marginalized people). Each agency is now equipped with a second computer, a motorbike and a social team to keep entrepreneurs informed, as well as train and help them. A year after the earthquake, IDM has definitely adopted the social approach of its partner Entrepreneurs du Monde.

From 2011, IDM will go on growing. After the Bel Azir Agency, which opened in March 2011, an

eighth agency will open in Gressier, an area still unserved. Also, IDM is going to adapt its operating methods to answer the needs of the population, particularly those who live in the camps of Port au Prince. IDM intends to equip itself with a trademark to reinforce its image and its roots in the Haitian economy and boost its system of evaluation of social performance and poverty levels, which has been stopped by the earthquake. Then several activities will be created, especially for human resources administration (large increase in work force in 2010) and business management (arrival of an assistant manager). Finally, in order to facilitate credit management, IDM will pursue the feasibility study of fund transfers by mobiles initiated in 2010.

OBJECTIVE OF THE CONSULTANCY

As the project is achieving 3 years (2009 – 2011) of co-financing by the Agence Française de Développement (AFD), Entrepreneurs du Monde would like to proceed to an external evaluation.

The **main objective of the consultancy** is to verify if project contributes to its general objective of fighting poverty in slums areas of Port-au-Prince and its surroundings by promoting the economic and social development of families in difficult situations.

The evaluation will focus on four dimensions, namely strategic relevance, outcome, efficiency and sustainability and will address a series of questions pertaining to each dimension. The evaluation will ultimately provide valuable lessons in project design and execution.

Therefore the **evaluation specific goals** are to:

- determine whether the objectives, outcomes and impact as stated in the logical framework were achieved;
- assess the role and performance of ID Microfinance program as implementing structure;
- identify lessons learned and provide recommendations for future operations.

ROLES AND RESPONSIBILITIES OF THE CONSULTANT

1. To review the available documents related to the overall program: proposal for grant from AFD and amendments, annual reports, monthly reporting and synthesis, Social Performance Indicators reports, operational manual, training modules, Poverty Assessment Tool documentation, capitalization, partnership agreements;
2. To conduct an introductory meeting with the Entrepreneurs du Monde's representative and the management staff of ID Microfinance ;
3. To interview staffs who have participated in the design of any part of the project and some others who take part in the execution of the program;
4. To visit target areas and interview beneficiaries of the project;
5. To attend different activities for the beneficiaries: information meeting, loan disbursement, collection, group meeting, business training, technical training, social training;
6. To visit other Microfinance operators in the area;
7. To conduct a debriefing meeting with the Entrepreneurs du Monde's representative and the management staff of ID Microfinance to discuss methodology and impacts of the different services;
8. To write an evaluation report taking into account the effectiveness, efficiency, sustainability of the project and the lessons learned.

KEY EVALUATION QUESTIONS FOR EVERY DIMENSION TO BE EXAMINED

1. Strategic relevance

- Were the project assumptions, objectives and design relevant given the political,

economic and financial and environmental context?

- Are the project design and its further adjustment adequate to address the issue of poor urban families' development?
- What internal and external factors have influenced the ability of beneficiary groups and ID Microfinance to meet projected targets?

The consultant should present a brief overview of the policy environment and the economic conditions that have had an impact on the Microfinance sector during the program implementation period.

2. Outcome

- Who are the beneficiaries? What is their main characteristics/profile? Did the program actually reach the targeted population?
- Did the program reach the expected number of beneficiaries? Are the beneficiaries satisfied with the quality and delivery of services? If not, in what way did the services not meet with beneficiaries' expectations and why?
- Did the project achieve the targeted number of activities?

3. Efficiency

- What has been ID Microfinance team performance with respect to the projected performance indicators and to their responsibilities (staff efficiency)?
- Was the monitoring and follow-up system of the management accurate and sufficient (portfolio management, delinquency policy, risk management)?
- What are the strengths and the weaknesses of the organization?
- What are the cost and benefit analysis and the efficiency of the services provided by ID Microfinance ?

Provide information on the difficulties faced by ID Microfinance and action taken to overcome them (operational, financial, political or economic).

4. Sustainability

- What is the level of the project sustainability (organizational, financial, institutional)? Is the implementing organization committed to demonstrate best practices and good governance?
- Does the sustainability plan devised by Entrepreneurs du Monde and ID Microfinance for the future have enough sound and realistic foundation?

Results review

- Could the project do more than it does currently? How?
- What would be reasonable and feasible to improve the project and how should it be refocused?
- What lessons can be learned both positive and negative, particularly for planning and implementing a project by Entrepreneurs du Monde and its implementing partner?

The consultant should provide information on the environmental, economical, political, financial conditions, qualifications of the executing agency, beneficiaries' participation, and other factors that should be in place for the purpose of improving the design of future operations. He should provide recommendations on how to maximise the project effectiveness.

EXPECTED OUTPUT

The consultant is expected to provide the following:

- A draft evaluation report written in English by October, 31st, 2011; Entrepreneurs du Monde and ID Microfinance will send comments to the consultant/team within 2 weeks after submission of the draft report;
- A final evaluation report, by November, 30th, 2011.

TIMEFRAME

- The consultancy is expected to last 7 days
- The field work must take place from September, 12th
- The final outputs are to be submitted by November, 30th 2010.
- Starting date: Sept, 13th, 2010

Activities	Tentative dates
Briefing with Entrepreneurs du Monde's Head of Asian Programs, Documents review	1 day
Meeting with ID Microfinance staffs and beneficiaries, Field visits	5 days
Meeting other MFIs or social NGOs	1 day
Submission of a draft evaluation report	Oct, 31 st
Submission of a final evaluation report	Nov, 30 th

Specific dates and visits during the country visit will be left to the discretion of the consultant with validation from Entrepreneurs du Monde's and ID Microfinance's teams.

EXPECTED QUALIFICATIONS AND SKILLS

- Experience in working on microfinance with a good understanding of the present challenges of the Microfinance industry and its risk issues;
- Experience in livelihood project evaluation with a good appreciation of the socio-economic development impact;
- Good experience in writing reports;
- Fluent in written and spoken English and French;
- Experience in Haïti. Good understanding of the microfinance industry in Haïti, its main characteristics and challenges.

Please contact:

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