**Terms of Reference**

1. **General Information**

**Services/Work Description:** Program evaluation of Entrepreneurship Development Program II

**Project/Program Title:** Entrepreneurship Development Program II

**Duty Station:** Addis Ababa

**Type of the Contract: National Consultant**

**Duration:** 40 working Days

**Expected Start Date:** August 2020

1. Context and Rationale

To realize the vision of Ethiopia’s national development plan, and the role that a growing and dynamic private sector can play in its achievement, the Ministry of Urban Development and Construction (MoUDC) and the Federal Urban Job Creations AND Food Security Agency (FEUJCFSA), in partnership with the United Nations Development Program (UNDP) Ethiopia, after successfully completing the first phase of the program, launched the second phase of Entrepreneurship Development Program (EDP) in July 2017. The goal of the EDP II is to foster the emergence of a robust and competitive private sector through the development of the micro and small enterprise (MSE) sector.  EDP I established the Entrepreneurship Development Centre (EDC), a semi-autonomous organization, to spearhead the implementation of the EDP program. EDC continued to implement EDP II.

The United Nations Development Program is committed to support the Government’s National development plan - the Growth and Transformation Plan (GTP). The EDP program aims to achieve the following goals:

1. Building the institutional capacity of public and private sector institutions engaged in supporting enterprise developments in one or another way. Among others, this include establishing and strengthening Centers of Excellence for Entrepreneurship (CoEE) in public universities to enable students attain entrepreneurial mindset and skills, become innovative and help incubate their ideas so that they become “job creators”. Besides, this component embodies creating greater awareness on entrepreneurship development and partnerships among the government, private sector and other stakeholders promoted
2. Providing innovative and impactful entrepreneurship development training to growth-oriented enterprises and employment and productivity enhancement training to employees in the private sector and job seekers, respectively.
3. Providing customized and dedicated business development services and mentorship to growth-oriented enterprises. This board area of supports system for enterprises range from supporting enterprises in modernizing their internal management systems to facilitating access to finance and market.
4. Facilitating dialogue and discussions with the financial sector with the intention to optimization of access to finance for micro and small enterprises.

Major activities performed by EDP II are:

* Strengthen the capacity of EDC services provision centers (facilities, human resources, etc.) established in in Addis Ababa (HQs), Oromia, Tigray, Amahara and SNNPR States.
* Provision of training on entrepreneurship and management skills to MSEs and entrepreneurs
* Provision of business development services (BDS) to MSEs
* Capacity development of national entrepreneurship trainers through training (TOTs)
* Capacity development of national business advisors through training for sustainable BDS provision
* Policy dialogues and awareness raising activities to promote entrepreneurship development and partnership for sustainable support provision
* Strengthened the Excellence for Entrepreneurship (CoEEs) established in 5 public universities, to enable students to have entrepreneurial mindset, incubate their business ideas, and become “job creators” rather than “job seekers” upon graduation.

UNDP, having reached the end of the second phase of the program, would like to conduct an evaluation of the overall program, in collaboration with relevant government partners, stakeholders, so that it remains relevant to the national context; to ensure improvements in performance and results in the remaining period of the program cycle by identifying implementation challenges and ways to overcome them; and to provide lessons learned which can support the preparation of the next program document.

1. Objective of the evaluation and Expected Results

UNDP is now seeking the services of a national consultant assisted by local expert to undertake **the first phase of the programme evaluation** on the basis of its implementation. **The programme evaluation** shall be conducted according to the guidance, rules and procedures established by Evaluation Guidance for UNDP Financed Projects.

Overall, the evaluation will provide a common discussion forum between the UNDP, EDC, Government partners and donor’s joint achievements through the implementation of the program, identify major challenges, and propose ways forward in support of the government’s development priorities.

More specifically, the purpose of this evaluation is to assess the achievement and progress made against the planned results, assess challenges, and draw lessons learned over the second phase of the program period mid-2017 to 2020. The evaluation will also help to generate possible recommendations for fine tuning the performance of the program going forward.

The evaluation will also look into how emerging issues that were not reflected during the design of the current program document could impact the achievement of its outcomes, and make recommendations to ensure the continued alignment of UNDP assistance with national priorities to achieve robust results in the future.

The evaluation will assess the program results achieved thus far using commonly agreed criteria to validate the continued relevance, effectiveness, efficiency, coherence, sustainability and to some extent the impact of the overall program. The review will serve as important input in preparing the next program document. More immediately, the evaluation will also serve as an input for the preparation of the annual work plan and Program Monitoring Framework for 2021.

The main objectives of the evaluation process therefore include the need:

* To validate the continued relevance, effectiveness, efficiency, coherence, sustainability and the impact of the program in delivering on agreed outcomes and their contribution to national development efforts;
* To determine the adequacy of the existing systems and structures for implementing the program;
* To assess if program outputs and outcomes have been achieved;
* To identify major constraints faced, document lessons learned during implementation, and make recommendations for overcoming implementation challenges and supporting results achievement going forward;
* To identify implementation challenges and operational issues, and provide inputs and lessons learned for the preparation of the next program document;
* To identify factors that have contributed to achieving or not achieving the intended program outcomes;
* To identify factors that have contributed to effectiveness or ineffectiveness of the program;
* To assess appropriateness and effectiveness of the UNDP partnership strategy;
* To provide inputs for the preparation of annual work plans and the next Program Monitoring Framework and to adjust the program action plan, and the M&E plan as needed;
* To provide input for the annual reports and reporting for donors.
1. Scope of work

The program evaluation will cover all interventions of the project planned to be implemented during the project phase. The evaluation should **i**dentify key lessons and propose recommendations to enhance technical and financial performance for the next program interventions. The evaluator is expected to follow a participatory and consultative approach ensuring close engagement with all government counterparts, in particular Ministry of Urban Development and Construction (MoUDC), FeUJCFSA, EDC and UNDP. A review reference group team from the government (MoUDC and FeUJCFSA), EDC and UNDP will support and guide the overall conduct and implementation of the evaluation.

Taking in to consideration the participatory nature of the evaluation process, the major role of the consultants will be to review and analyze relevant documents; collect any additional relevant information (such as through interviews with stakeholders and partners, program beneficiaries, conducting original research if necessary); preparing and presenting the draft report based on the information collected at various levels and finalizing the report and its recommendations taking into account comments received.

A national individual consultant will be hired to undertake the evaluation and to prepare the report. Overall, the consultant will be responsible for:

* Carrying out a thorough desk review of available progress, go through the annual reports and donor reports; review quarterly reports and analyze the overall achievement against the program action plan;
* Visit regional offices of the program and collect data to obtain views from regions; consult with and interview donors and key stakeholders to validate and complement the findings of the desk review;
* In close coordination with UNDP, EDC, MoUDC, FeUJCFSA, EDC and other stakeholders to produce a comprehensive analytical report for the program evaluation which includes achievements/ progress realized, strategic issues, implementation challenges, lessons learned and recommendations;
* Supporting UNDP, EDC and government partners in organizing national level validation workshop and presenting the key highlights of the findings from the consultation workshops at national level to discuss the findings, recommendations and implementation plan; and finalizing the report thereafter reflecting comments received.
* Review and compile revised program indicators by pillar, baseline information, sources and means of verification that need amendment;
* Identify implementation challenges and operational issues through these reviews and consultations and propose ways to remedy these.
1. Evaluation approach and Methodology

The program evaluation will be a participatory process jointly led by UNDP, EDC, MoUDC and FeUJCFSA and supported by the external consultants. To ensure that the evaluation exercise will not place unnecessary additional burden on UNDP, EDC and government counterparts, the consultant will be significantly involved in the collection and consolidation of additional primary and secondary data to beef up the report writing. The exercise should thus be informative and forward looking.

**The methodology** of the evaluation will involve both primary and secondary data/information collection through conducting various consultations at regional and national levels. UNDP and government Implementing Partners and EDC will carry out joint field monitoring visits to regional offices to review results and identify challenges. The primary data/information gathering process may include interviews with donors, key stakeholders and partners and also focus group discussions; these interviews may cover UNDP program personnel, EDC staff in Addis Ababa and the regions, relevant government officials at both regional and federal levels, development partners, and civil society representatives.

The evaluation will use the program Action Plan and Results Matrix plus Program Monitoring Framework as a basis for reporting on results and their achievement. The evaluator is expected to frame the evaluation effort using the criteria of **relevance, effectiveness, efficiency, sustainability, and impact,** as defined and explained in the UNDP Guidance for Conducting Terminal Evaluations of UNDP-supported Projects.

**Effectiveness refers to:**

·       Whether the project intervention achieved the expected output and immediate outcomes and made progress towards the intermediate outcomes

·       Whether there are any unintended results, either positive or negative observed

**Efficiency refers to:**

·       How economically are resources/inputs (funds, expertise, time, etc.) converted to outputs

·       Whether outputs achieved on time and on budget

**Sustainability refers to:**

·       What is the likelihood that results/benefits will continue after the closure of the project?

·       Are there committed financial and human resources to maintain benefits and results

·       Is the external environment conducive to the maintenance of results

**Impact refers to**

·       Extent to which the project is achieving impacts or progressing towards the achievement of impacts

At the secondary data level, the consultants may consult relevant documents, including evaluation of the program document, Annual Work Plans (AWPS), annual and quarterly reports, GTP II reports, donor reports, and global level documents on UN reforms, and any other relevant documents. The consultants could also refer to other countries’ experiences and reports to cross-fertilize global experiences to enhance their recommendations.

The consultants will also touch base with UNDP and FeUJCFSA Operations Units to discuss regarding operational issues and identified operational challenges.

**The Process:** The regional consultations, discussions with donors and relevant stakeholders will be organized by EDC and UNDP during the period August 2020 to September 2020. The national consultation and validation will be jointly organized by UNDP, EDC, MoUDH and FeUJCFSA in September 2020.

The process will have four steps:

***First***, visit to regional offices will be carried out in August 2020. The sources of information for the regions will be regional reports and feedback from program beneficiaries.

The EDC staff located in the regional offices will support the overall review process and preparation of the regional reports. In addition to the regional office staff, Addis-based staff and UNDP personnel will provide support as appropriate to ensure that quality of the reports is in conformity with principles.

***Second***, and while the regional review meetings are conducted, relevant data will be collected from federal government partners and inputs covering programs implemented contributing to achievement of program outcomes.

***Third,*** *the consultant,* in consultation with the respective government Implementing Partners, will conduct thematic assessments and overall progress towards each of the relevant outcomes. These assessments will be based on the information collected from the federal ministries, beneficiaries, relevant reports, and benchmarked against the results/indicators in the results matrix, the annual work plans and the Performance Management Framework. The consultants will also work with UNDP and FeUJCFSA Operations Management Team to identify implementation challenges and opportunities.

Specifically, the thematic assessments should:

* Describe key results achieved (key achievements against the results in the program document and results framework and the Program Monitoring Framework);
* Good practices, that should continue and/or replicated;
* Challenges, operational issues, lessons learned and proposed actions to address the challenges;
* Provide inputs into the development of Annual Work Plans and the next Program Monitoring Framework; and
* Issues for strategic-level discussion at the national validation workshop.

***Last,*** there will be a national validation workshop in September 2020 which will review the major findings emanating from the regional and federal level meetings. The consultations will encourage a discussion on key strategic issues and proposed recommendations to inform fine tuning of the program, going forward. The presentations will focus on key results and strategic-level issues.

A summary report of the consultation will be presented to the high-level government representatives and UNDP for final endorsement.

1. Deliverables and time frame

The consultancy assignment shall deliver the following outputs and be completed in a total of 40 working days.

* Brief inception report of the evaluation
* Support the analytical reporting by focusing on thematic areas
* Collection and analysis of the secondary and primary information
* Draft evaluation report produced and shared with the UNDP, EDC, MoUDC and FeUJCFSA for comment
* Final evaluation report

The evaluation will be conducted between August 2020 and September 2020 as per the following tentative timeline.

|  |  |  |  |
| --- | --- | --- | --- |
| **Deliverables** | **Working days assigned** | **August 2020** | **September 2020** |
| W1 | W2 | W3 | W4 | W1 | W2 | W3 | W4 |
| Inception report (Desk review of documents, development of detailed work plan, questionnaires, methodologies and (Evaluation) outline | 7 |  |  |  |  |  |  |  |  |
| Debriefing with UNDP CO, agreement on the methodology, scope and outline of the Evaluation report | 1 |  |  |  |  |  |  |  |  |
| Regional consultations and discussion with donors and relevant stakeholders conducted | 10 |  |  |  |  |  |  |  |  |
| UNDP, EDC, MoUDC and FeUJCFSA prepare necessary data and internal analyses on program outcome and achievement  | 5 |  |  |  |  |  |  |  |  |
| Discussion with UNDP and FeUJCFSA Operation Units | 1 |  |  |  |  |  |  |  |  |
| Draft evaluation report produced and shared with UNDP, EDC, MoUDC and FeUJCFSA for comments | 10 |  |  |  |  |  |  |  |  |
| National validation workshop  | 1 |  |  |  |  |  |  |  |  |
| Final evaluation report produced and shared to UNDP, EDC, MoUDC and FeUJCFSA | 5 |  |  |  |  |  |  |  |  |

1. Consultant qualification criteria

The Evaluation Consultant should be an expert with experience and exposure to entrepreneurship development advices on policy and capacity building projects and will have solid prior experience in carrying out mid-term or final evaluations of donor funded programes. The consultant cannot have participated in the project preparation, formulation, and/or implementation (including the writing of the Project Document) and should not have a conflict of interest with project’s related activities.

**The Evaluation Consultant should have the following qualifications and experience:**

1. **Education**
* Advanced university degree in development studies, international development, economics, political science, policy evaluation, public policy or relevant field of studies
1. **Experience**
* Minimum of 10 years progressive experience in development related works.
* Strong analytical skills, a demonstrated ability to conduct interviews with a range of stakeholders, and experience in pulling together analysis and data into reports
* Experience in reviewing and compiling multiple data sets and strong understanding of quantitative and qualitative analysis with M&E Frameworks
* Deep knowledge and understanding of the UN reform processes, the United Nations Development Assistance Framework (UNDAF); and Sustainable Development Goals (SDG)
* Understanding of or experience working with UN will be a strong asset
* The consultant must have prior experience of working with complex national level M&E frameworks or strategic plans involving multiple stakeholders
* Ability to identify implementation issues and operational challenges, and provide recommendations to remedy these issues to accelerate program delivery
* Adequate understanding of human rights-based approach to development, gender equality, environmental sustainability, Results based management
* Experience of carrying out similar assignment in other countries is an asset
1. **Functional Competencies**
* Outstanding communication skills in English
* Positive and constructive approaches to work with energy
* Demonstrate openness to change and ability to receive and integrate feedback
* Excellent written and verbal communication skills
* Strong time management and meet established timelines.
1. **Language and Other Skills**
* Excellent knowledge of English, including the ability to write reports clearly and concisely and to set out a coherent argument in presentation and group interactions
* Capacity to facilitate and communicate with different stakeholders
* Computer skills: full command of Microsoft applications (word, excel, PowerPoint) and common internet applications
1. Criteria for selecting the best offer

Upon the advertisement of the procurement notice, qualified individual consultant is expected to submit both technical and financial proposals. Accordingly, individual consultants will be evaluated based on cumulative analysis as per the following scenario:

* Responsive/compliant/acceptable, and
* Having received the highest score out of a pre-determined set of weighted technical and financial criteria specific to the solicitation. In this regard, the respective weight of the proposals are:
	1. Technical Criteria weight is **70%**
	2. Financial Criteria weight is **30%**

|  |  |  |
| --- | --- | --- |
| **Criteria** | **Weight** | **Max. Point** |
| **Technical Competence (based on CV, Proposal and interview (if required))** | **70%** | 100 |
| * Criteria a. Educational relevance: close fit to post
 |  | 10 pts |
| * Criteria b. Understanding the scope of work and organization of the proposal
 |  | 50 pts |
| * Criteria c. Experience of similar assignment
 |  | 30 pts |
| * Criteria d. Previous work experience in Africa/ Ethiopia
 |  | 10 pts |
| **Financial (Lower Offer/Offer\*100)** | **30%** | 30 |
| **Total Score**  | **Technical Score \* 70% + Financial Score \* 30%** |

1. **Payment milestones and authority**

The prospective consultant will indicate the cost of services for each deliverable in US dollars **all-inclusive[[1]](#footnote-1) lump-sum contract amount** when applying for this consultancy. The consultant will be paid only after approving authority confirms the successful completion of each deliverable as stipulated hereunder.

The qualified consultant shall receive his/her lump sum service fees upon certification of the completed tasks satisfactorily, as per the following payment schedule:

| **Installment of Payment/ Period** | **Deliverables or Documents to be Delivered**  | **Approval should be obtained**  | **Percentage of Payment** |
| --- | --- | --- | --- |
| 1st instalment  | Upon submission and approval of inception Report | UNDP CO | 20% |
| 2nd instalment  | Following submission and approval of the 1st draft evaluation report | “ | 30% |
| 3rd instalment  | Following submission and approval of the final evaluation report  | “ | 50% |

1. Confidentiality and Proprietary Interests

The consulting individuals shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy service without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignments shall become and remain projects/property of UNDP.

1. *The term “All inclusive” implies that all costs (professional fees, travel costs ( local field mission), living allowances, communications, consumables, etc.) that could possibly be incurred by the Contractor are already factored into the final amounts submitted in the proposal* [↑](#footnote-ref-1)