##

## Terms of Reference for the Final Evaluation of the Angolan Enterprise Programme (AEP) and the Growing Sustainable Business Initiative (GSB) Projects

# Background

The United Nations Development Programme (UNDP) is the UN's global development network, advocating for change and connecting countries to knowledge, experience and resources to help people build a better life. The UNDP Angola Country Office supports Angola in its achievement of the Millennium Development Goals (MDGs) by enhancing national capacity for pro-poor growth and accountable governance. Among other initiatives UNDP Angola supports national development efforts in poverty reduction and inclusive growth through The Angolan Enterprise Program (AEP) and the Growing Sustainable Business (GSB).

The Angola Enterprise Programme (AEP) was established in 2004 and was formulated through a public-private partnership with Chevron to support entrepreneurship development and employment creation. Recently, the project has benefited from funding from the Spanish Agency for International Development Cooperation (AECID). The AEPs main objectives are: i) the enabling environment, ii) institutional development, and iii) beneficiary support. The project seeks to promote Inclusive Economy through efforts to diversify the Angolan economy away from the oil and diamond sectors.

The Growing Sustainable Business (GSB) was established in 2009 to promote public-private partnerships that enable the private sector to engage in specific pro-poor investment projects that are both, commercially attractive and address local development needs. The overall goal of the project is to broker and facilitate linkages between large businesses, potential investors and local partners, to strengthen and expand the local MSME sector, contributing to income generation opportunities by the poor, and facilitating the development of new products and services.

The two programme support initiatives operationally terminate this year. In accordance with the UNDP programme management requirement, a final outcome evaluation of the programmes is required. This will provide a veritable source of lessons learning and feed into the design of the successor programme to respond to the National Development Plan (NDP 2013-2017). UNDP is therefore looking for a consultancy firm with the expertise and experience to undertake the evaluation.

# Objective of Consultancy

The main purpose of the final evaluation is to assess overall performance against the project objectives as set out in the Project and other related implementation documents of AEP and GSB. Specifically, the evaluation is expected to:

* Assess projects relevance to national priorities, as well as UNDP and Government and partners’ strategic objectives.
* Assess the effectiveness and efficiency of the projects by providing stakeholders with an independent assessment on the status of both projects. Their contribution in changing the economic environment in Angola.
* Assess the sustainability of the projects results and consider projects contributions to outcomes identifying and learning about (a) successes to date and (b) challenges to be addressed in future initiatives (c) assessment of the country needs.
* Provide market assessment to present main signs of whether the broader economic policy environment in Angola remains conducive to replication of the lessons being learnt to date.
* Provide a brief assessment of the extent to which the project was successfully mainstreamed with other UNDP strategic priorities, such as poverty alleviation, improved governance, the prevention and recovery from natural disasters, and the empowerment of women.

# Evaluation approach and method

The evaluation must provide evidence‐based information that is independent, credible, reliable and useful. The evaluations expected to follow a participatory and consultative approach ensuring close engagement with government counterparts, in particular AECID country focal points, steering committee, project team, and key stakeholders. The evaluation shall conduct a field mission to Huambo, and Gabela (Kwanza-Sul) and including specific project sites in Luanda. The evaluation is expected to use semi- structured interviews as a means of collecting data on the relevance, performance and success of the project.

The evaluator will review all relevant sources of information, such as the project document, project reports, including: Annual Reports, project budget revisions, progress reports, focal area tracking tools, project files, national strategic and legal documents, and any other material that s/he may consider useful for evidence based assessment. A week prior to the evaluation mission, the evaluator will submit an inception report with a further elaboration on the intended approach & methods, consistent with this TOR; planned timing for carrying out the evaluation mission; requests for any additional participatory techniques; and any additional project background information not included with this TOR.

The AEP and GSB projects are key components in UNDP country programming. As such, the objectives and outcomes of the project should conform to UNDP country programme strategies. The evaluator will offer their assessment of the extent to which the project is achieving targeted goals and progressing towards the contribution to national development outcomes. Key findings that should be brought out in the evaluations include whether the project has demonstrated: a) verifiable improvements in support for the development of a vibrant and sustainable micro, small and medium enterprise sector (MSME sector- AEP) b) demonstrated progress contributing to income generation opportunities by the poor, and facilitating the development of new products and services (GSB).

# Duration of consultancy, deliverables and Payment Structure

The consultancy is expected to take a maxim of 30 working days between July and August 2013. The selected Consultancy firm will report to UNDP through established procedures. The selected consultancy firm shall deliver the following products:

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| Deliverable  | Time | Payment |
| Inception report | 5 days | 15% |
| First draft report | 10 days | 35% |
| Final evaluation report and PPT presentation | 10 days | 50% |

UNDP shall pay the Consultant upon acceptance of the above-indicated deliverables.

# Profile of the firm

* At least five (5) years of relevant experience in Angolan context.
* Knowledge of private sector segments (value chains, MSME, BUE, GUE).
* Proven experience in evaluating development projects.
* The firm should show proof of registration and tax compliancy
* The firm should also provide three references on similar work undertaken.

**Qualification and education experience**

The lead expert is expected to have the following qualifications:

* Master degree in economic development, business administration or related social sciences;
* Minimum 10 years of relevant working experience;
* Minimum 5 years of development evaluation experience;
* Knowledge of African development challenges, especially of Angola will be an asset;
* Recent experience with Result-Based Management evaluation methodologies,
* Experience applying participatory monitoring approaches and focal group techniques;
* Competence in microfinance, corporate social responsibility, gender equality and women’ empowerment, pro-poor policies development and community development;
* Demonstrable analytical and reporting skills,
* Experience with multilateral or bilateral supported projects,
* One expert will be required to support the leading Consultant

**Qualification and Experience**

The expert should have the following qualifications:

* University degree in economics, business administration or related field;
* Minimum 5 years of relevant working experience;
* Minimum 2 years of development evaluation experience;
* Knowledge of Angolan development challenges;
* Experience applying participatory monitoring approaches and focal group techniques;
* Familiar with microfinance strategies, corporate social responsibility, gender equality and women’ empowerment, pro-poor policies development and community development;
* Demonstrable analytical and reporting skills,

**Languages**

Each team member must be proficient in Portuguese and English languages and must demonstrate excellent writing and reading skills in the both languages

**Travel**

Part of evaluation will be done in Huambo province and Gabela (Kwanza- Sul Province). Field mission should take a maximum of 5 days, including travel. The firm should cater for all its travel and administrative cost. These should be incorporated in the financial proposal.

**Intellectual Property Rights**

Any reports, books or other material, graphic, software or otherwise, prepared by the firm for this assignment shall belong to and remain the property of UNDP, Angola