

THE TONY ELUMELU FOUNDATION IMPACT EVALUATION

Subject of the RFP: Consulting Services to provide third-party Monitoring, Business Assessment, and Programme Impact Evaluation for the Tony Elumelu Foundation Entrepreneurship Programme.

BACKGROUND

The Tony Elumelu Foundation (TEF) is the leading philanthropy empowering a new generation of African entrepreneurs, driving poverty eradication, catalyzing job creation across all 54 African countries, and increasing women economic empowerment. Since the launch of the TEF Entrepreneurship Programme in 2015, the Foundation has trained over 2.5 million young Africans on its digital hub, TEFConnect, and disbursed nearly USD\$100 million in direct funding to over 21,000 African women and men, who have collectively created over 1,500,000 direct and indirect jobs. The Foundation's mission is rooted in Africapitalism, which positions the private sector, and most importantly entrepreneurs, as the catalyst for the social and economic development of the African continent.

The Foundations aims to:

- Promote entrepreneurship development in Africa with a focus on startups and existing MSMEs (Micro Small and Medium Enterprises).
- Provide entrepreneurship skills training to startups and emerging African entrepreneurs.
- Deliver Business Development Services (BDS) necessary for startups and existing MSMEs across Africa for growth and diversification.
- Promote innovation, mentoring, technology development, networks, and market linkages among African Entrepreneurs.
- Undertake initiatives that promote access to affordable credit, working capital, guarantees, and other financial services suitable for startups and small businesses in Africa.
- Advance policy advocacy by facilitating partnerships with state and non-state actors to improve the operating business environment for local enterprises' development in Africa.
- Setting up systematic monitoring and evaluation of the impact on African Entrepreneurs.

- Engage private sector leaders, corporations, and businesses to support the development of African entrepreneurs.

The TEF Entrepreneurship Programme directly addresses some of the most endemic challenges to African start-ups through a 4-step process:

- **An online toolkit-** The TEF Entrepreneurship Programme provides access to TEF's proprietary online Start-up Toolkit training, which is comprehensive, practical training that equips entrepreneurs with resources on financial planning, market analysis, product marketing, business management skills, and many more. Over a period of 8 weeks, the entrepreneurs are assigned training modules with assignments that are completed with dedicated mentors. A weekly webinar is held by TEF to facilitate a deeper understanding of the principles covered and respond to questions. Interpretation in French, Portuguese and Arabic are available for non-English speaking entrepreneurs to follow the training as well.
- **Mentoring-** The TEF Entrepreneurship Programme matches mentors selected from all over the world with entrepreneurs to coach and guide them through the training window. The mentorship leverages online tools such as the TEFconnect platform, emails, social media, etc. Mentor selection and matching is carefully conducted to ensure alignment with the entrepreneurs' goals and objective
- **Business plan preparation and review** - The TEF Entrepreneurship Programme further supports entrepreneurs that have been through the training to develop a business plan using a simplified template provided. After this, a business plan certification competitive process occurs to review, provide feedback, and refine the document to ensure feasibility.
- **Seed capital funding** - Upon certification of the business plan, the TEF Entrepreneurship Programme provides a non- refundable seed capital grant of up to USD5,000 or its equivalent in local currency in a corporate bank account in the business name of the entrepreneur. A due diligence exercise is conducted in which the entrepreneur is required to fulfill certain compliance criteria before being eligible for the funding.

SCOPE OF WORK

The Tony Elumelu Foundation has through its flagship Entrepreneurship Programme and support from partners trained and funded over 21,000 entrepreneurs across all 54 African countries. The impact of these

interventions has been very visible and has led to the creation of champions with remarkably interesting success stories. However, as these numbers continue to rise, it has become increasingly important to move beyond remote monitoring to explore more robust monitoring systems that combine our remote monitoring effort and an on-the-ground extensive third-party monitoring network.

Third-party monitoring would allow for real-time follow-up of entrepreneurs from seed granting through fund utilization to growth. Critical to data quality is also the objectivity of feedback from independent monitors to ensure constant learning and improved programme quality.

WORK PACKAGES

The following four (4) work packages are foreseen:

WORK PACKAGE A: Third-party monitoring of 2025 cohorts	Deliverables
A0: Recommend new performance indicators aligned with international standards for improved future impact evaluation.	i. Quarterly Narrative Monitoring Reports
A1: Conduct on-site monitoring visits to all 3,000 2025 cohorts	ii. Live Monitoring Dashboard for real time progress tracking and donor reporting
A2: Collect quantitative and qualitative data to track program progress and impact.	
A3: Analyse collected data to assess key program activities, outputs, outcomes, and impact indicators as defined in the TEF result framework.	
WORK PACKAGE B: Tracer Study and Enterprise Assessment	
B0: Assess the Impact of the TEF Entrepreneurship Programme on Africa's economic development, referencing key project impact measurement indicators and sustainable development goals covering 2024 cohort as well as participants funded in Q1 & Q2 2025	i. Tracer study report on participants funded in 2025 through partnerships with DEG, Google and UAE
B1: Provide quantitative and qualitative data focusing on five core areas: Financial Growth, Job Creation, Operational Maturity, Capital Utilization, Investment readiness, and Program Effectiveness	ii. Enterprise Assessment Report of TEF funded businesses in 2024 and 2025

B2: Systematically map and document all intended and unintended programme outcomes at both the individual entrepreneur and ecosystem levels (using a case-by-case approach), while actively harvesting and documenting lessons learned , unexpected results, and emerging opportunities to inform scaling strategies.	
B4: Capture and document feedback on impact indicators as detailed in the TEF/partner-specific programme results framework.	
B5: Propose additional applicable or relevant KPIs for business growth to be agreed upon with TEF) including its contribution to the 'revenue generated' and "job creation" amongst other SDG and business growth indicators/metrics monitored by TEF.	
B6: Rigorously estimate the net impact of the TEF Programme on key Performance Indicators (jobs, revenue, profitability) by comparing the TEF Cohort against a Comparison Group (B1) using appropriate statistical methods to establish causal attribution.	
B7: Conduct a rigorous, holistic program evaluation by calculating and benchmarking key Cost-Effectiveness Indicators (like Cost-Per-Job-Created and Cost-Per-\$1-of-Revenue-Generated) against global standards. Utilize the findings to assess the program's performance across all five OECD DAC Criteria (Relevance, Effectiveness, Efficiency, Impact, and Sustainability), capturing both intended and unintended outcomes.	
WORK PACKAGE C: Case Studies and Success Stories	
C0: Develop a portfolio of success stories with a diverse range of entrepreneurs, highlighting various sectors, regions, and business sizes for ALL entrepreneurs trained, mentored and funded.	i. Case studies and a compendium of Success stories from TEF entrepreneurship programme from 2015 to 2024
C1: Conduct in-depth case studies of the successful TEF alumni businesses across major distributions that are mutually exclusive but collectively exhaustive.	
C2: Explore the journey, challenges, strategies, and success of ALL entrepreneurs trained, mentored and funded, including the role of the program in their growth, referencing key project impact indicators in line with result framework.	

WORK PACKAGE D: Validation Workshop	
D0: Implement a validation process involving external experts, stakeholders, and peer reviewers to verify the accuracy and credibility of assessment outcomes.	i. Post Validation Report Capturing Expert Opinions and stakeholder recommendation
D1: Ensure the rigor and reliability of data analysis, methodologies, and interpretations.	
D2: Address any potential biases or limitations through rigorous validation procedures.	

METHODOLOGY

- The provider will use globally recognized approaches and methodologies for assessment, mapping, case research, and monitoring.
- Fully explains the objectives and research questions of the study, limitations, and methods chosen for analysis,
- Findings respect TEF assessment standards as structured around the main objectives of the study and are presented in relation to the intended target groups. The findings should speak to the link between the project, its Theory of Change, and its contribution to our strategy.
- Recommendations should have a clear audience and be specific, accessible, and actionable.
- Appendices should include detailed research instruments, a list of interviewees, terms of references, consent, measured indicator metrics, and evaluator(s) brief biography.

DESK REVIEW AND VISIT PLANNING

During the monitoring exercise, the firm will closely engage with the Foundation to retrieve all project documentation available prior to the visits. The documents will include the following, among others:

- Project document
- Previous impact reports
- Any Monitoring reports
- Baseline and Needs assessment information
- List of beneficiaries and other database information
- Other relevant monitoring and evaluation documents

FIELD VISITS

Based on the planning and desk review, the Provider will conduct several field visits accompanied by the TEF team in ALL countries where the programme has been implemented to perform verification, monitoring, and data gathering in accordance with the objectives.

The provider must capture, and document high-quality site pictures of all beneficiaries visited. Consent must also be received from beneficiaries and shared with TEF after the field engagement.

The provider will provide immediate monitoring feedback in the form of a detailed report and the provider is also expected to share lessons learned and observations throughout the period of the exercise, resulting in a final set of recommendations at the end of the contractual period.

DATA GATHERING

Additionally, the firm will be required to use a range of instruments and methods including:

- Reviewing of existing documentation about the TEF Entrepreneurship Programme.
- Structured one-to-one interviews with key stakeholders, partners
- Focus group discussions with beneficiaries to determine the impact of the TEF Entrepreneurship Programme.
- Site visits to ALL entrepreneurs' businesses.
- Extensive Questionnaires.

Data Collection Tools

- The consultant utilizes TEF-provided digital data collection tools, specifically for all quantitative field data gathering and on-site verification. This ensures data quality, real-time sync, and immediate integration with the existing TEF data infrastructure.
- The consultant is responsible for translating the approved survey instruments into the application structure.

ETHICAL CONSIDERATIONS

It is expected that this study will be ethically conducted. It should be inclusive of a range of relevant actors while adhering to the principles of Do No Harm and Conflict sensitivity. Proposals submitted should include what steps will be taken by the consultant to adhere to Do No Harm and Conflict Sensitivity, and inclusion principles (i.e., gender, age, etc.) in the study. Steps to ensure informed consent and where needed safeguarding of respondents should also be outlined. A risk assessment and plans to mitigate these risks should further be included.

In addition, the Firm is required to respect the following Ethical Principles¹:

- **Comprehensive and systematic inquiry:** The consultant should make the most of the existing information and the full range of stakeholders available at the time of the review. The Firm should conduct systematic, data-based inquiries. He or she should communicate his or her methods and approaches accurately and in sufficient detail to allow others to

understand, interpret and critique his or her work. He or she should make clear the limitations of the review and its results.

- **Competence:** The firm should possess the abilities, skills, and experience appropriate to undertake the tasks proposed and should practice within the limits of his or her professional training and competence.
- **Honesty and integrity:** the Firm should be transparent with the contractor/constituent about any conflict of interest, any change made in the negotiated project plan and the reasons why those changes were made, any risk that certain procedures or activities produce misleading review information.
- **Respect for people:** the firm respects the security, dignity, and self-worth of respondents and program participants. The consultant has the responsibility to be sensitive to and respect differences amongst participants in culture, religion, gender, disability, age, and ethnicity.

DATA QUALITY ASSURANCE AND MANAGEMENT

All studies will be reviewed and approved by TEF M&E Team prior to acceptance of the final product. The inception report detailing the proposed method, study matrix, and work plan is to be approved by the TEF M&E team before starting data collection. In addition, draft reports will be reviewed, and feedback incorporated before finalization and sign-off. All data and materials collected during this study are to be safely stored and handed over to TEF at the end of the study. Submitted proposals should include plans for how the study will manage data throughout the study to ensure data quality.

SCOPE AND GEOGRAPHIC LOCATIONS

Monitoring and assessment will cover programme beneficiaries from the 54 project countries in Africa to meet the independent assessment needs of all donors with specific evaluation requirements.

TIMELINE

January 2026 to December 2026 (With an option of three months no-cost extension)

MINIMUM ORGANIZATIONAL REQUIREMENTS

- Sound general organizational capacity and demonstrated ability to provide field monitoring services for the categories mentioned in the TOR
- Have relevant specialized knowledge and capacity to handle multi-donor impact assessment and report accordingly
- Have suitably qualified key experts for the provision of the services
- Experience in similar work with development organizations on similar programme or projects Eligibility to travel within Africa as required.

- Demonstrate actual presence in project countries to ensure onsite monitoring.
- Litigation and arbitration history of the Offeror does not bear any potential reputational or other risks
- Financial indicators to prove the Offeror's long-term sustainability and possession of a sufficiently sound financial position to ensure it can meet its financial commitments under this TOR.

Talent Needed	Core Focus & Requirement
Program & Team Leadership	Master's degree and 10+ years of senior experience in program formulation, results-based M&E, and multi-stakeholder management.
Data Science & Statistics	Master's degree in a quantitative field with 5-7 years experience in complex data analysis, statistical software proficiency (R/Python), and actionable reporting.
Investment Strategy Specialist	Master's degree in Finance/Business with 7-10 years of experience in investment readiness, SME support, and scaling entrepreneurial capacity.
Senior Research & Methodology	Master's degree in Research Methods/Social Sciences with 5-8 years of expertise in designing and leading high-quality qualitative/quantitative research studies.
Research Execution Officer	Bachelor's or Master's degree with 2-5 years of experience in research execution, data collection, and detailed survey/interview management.

CRITERIA FOR SELECTION

Upon the advertisement of the Procurement Notice, a qualified Consultancy Firm is expected to submit both the Technical and Financial Proposals:

- Responsive/compliant/acceptable as per the Instruction to Bidders (ITB) of the Standard Bid Document (SBD), 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:

STANDARD TECHNICAL PROPOSAL EVALUATION CRITERIA			
Summary of Technical Proposal Evaluation Forms		Score weight	Points Obtainable
1	The Expertise of Firm/Organization	30%	300
2	Proposed Methodology, approach and implementation plan	50%	500
3	Management structure and key personnel	20%	200
Total		100%	1,000

RECOMMENDED PRESENTATION OF TECHNICAL PROPOSAL

For purposes of generating proposals whose contents are uniformly presented and to facilitate their comparative review, a Service Provider is advised to use a proposed Table of Contents. Hence, your Technical Proposal document must have at least the preferred content as outlined in the respective

CONFIDENTIALITY AND PROPRIETARY INTERESTS

The consultants shall not either during the term or after the termination of the assignment, disclose any proprietary or confidential information related to the consultancy or the Government without prior written consent. Proprietary interests in all materials and documents prepared by the consultants under the assignment shall become and remain properties of the Tony Elumelu Foundation.

APPLICATION GUIDELINES

The application should outline the monitoring and research approach and methods for data collection approaches to be used, including the justification for these methods related to the research scope, objective, and questions. It must clearly explain why the proposed methodology is the most appropriate to achieve the set objectives; they must also clarify the different tools that will be used and how each of these tools contributes to meeting the established lines of inquiry.

The consulting firm will apply the following approaches in conducting the assignment: prioritization and planning, desk review field visits, analysis/feedback

SUBMISSION REQUIREMENTS

The proposal, as well as any enquiries should be sent to tender@tonyelumelufoundation.org on or before **Friday 15th November 2025**