



## **BACKGROUND**

The Tony Elumelu Foundation (TEF) Entrepreneurship Programme is a dedicated intervention that seeks to harness the abundant entrepreneurial, creative, and innovative spirit of the youth to generate productive opportunities, decent jobs, businesses, and new ways to deliver services. The programme serves to empower African entrepreneurs across all 54 African countries, including vulnerable and under-served communities in rural and border areas with capacity building/ training, mentoring, funding, and providing additional access to financing to promising start-ups.

It involves the following areas of activities

- Promote entrepreneurship development in Africa, focusing 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.
- Do policy advocacy by fostering partnerships with state and non-state actors to improve policy and 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 programme directly addresses some of the most endemic challenges to African start-ups through a 4-step process:

- **An online toolkit-** The 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 the period the 12 weeks, the entrepreneurs are assigned a module with assignments that are completed by dedicated mentors. A weekly webinar is held by TEF (Tony Elumelu Foundation) to facilitate a deeper understanding of the principles covered and respond to questions. Interpretation in French is available for French-speaking entrepreneurs to attend the training programme as well.
- **Mentoring-** The programme matches mentors selected from all over the world in a 1:2 ratio with entrepreneurs to coach and guide them through the 12- training programme. 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 programme further supports entrepreneurs that have been through the 12-week 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 investment-** Upon certification of the business plan, the Programme provides a non-refundable seed capital investment of up to USD 5,000 in a United Bank of Africa (UBA) 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**

Tony Elumelu Foundation has through its entrepreneurship programme and support from partners trained and funded over 15,000 entrepreneurs across 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 remote monitoring and an on-the-ground 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.

## **OBJECTIVE OF SERVICE/WORK**

Monitoring and Evaluation Firm would:

- Support the TEF in implementing a third-party monitoring and evaluation system for the TEF Entrepreneurship Programs across all 54 African countries.
- Establish the performance of all TEF alumni since 2015, including a categorization of the business/growth stage where applicable, (the consultant will propose a list of applicable or relevant KPIs for business growth to be agreed upon with TEF) including its contribution to the 'revenue generated' and "job creation" indicator/metric.
- Take feedback from beneficiaries and other relevant stakeholders and document progress made by entrepreneurs since support has been provided through the TEF Entrepreneurship Programme.
- Monitor the disbursement and use of the grants received by beneficiaries and monitor and measure the impact of selected business plans developed and implemented by supported young entrepreneurs.
- Support TEF routine Monitoring Visits and facilitate stakeholder engagement and advocacy with TEF in these countries.
- Assess the Impact of the programme on economic development by referencing key project impact measurement indicators and sustainable development goals.
- Document all stories of impact from outstanding entrepreneurs referencing key project impact indicators in line with the result framework
- Assess the effectiveness and relevance of the programme strategy and the impact of COVID 19 on programme implementation
- Document challenges, and learnings and make adequate recommendations for programme improvement
- Recommend new performance indicators in line with the programme result framework for improved future impact evaluation.
- Capture and document feedback on impact indicators as detailed in the programme results framework.
- Conduct independent research and publication to contribute to knowledge repository
- Put in place a system to measure and report on impact in line with accepted international standards.

## **DELIVERABLES**

- Operational Plan and Inception report

At the beginning of the assignment, the consulting firm will draft an inception report detailing the methodology, sampling strategy, data collection tools, timeline, and operational plan for review by TEF. This plan should specify the approach to be used and the requirements

- Business growth and impact Measurement system

The firm will set up a detailed system to measure business growth and report on impact in line with accepted international standards for review and approval by TEF.

- Monthly progress Report and Coordination

Monthly progress- update meetings will be conducted between TEF and the firm to review progress and challenges and inform a prompt response to emerging issues and opportunities. Feedback from the report will also reflect learning for programming improvement.

- Quarterly Monitoring Reports

The firm will be required to collate extensive data from all entrepreneurs every quarter, analyze and report findings on key project milestones and indicators across all donors.

- Annual Report,

The Firm will be required to produce an annual report that would feed into the TEF annual programme report

- TEF Impact Report

The firm will conduct a holistic impact assessment of all TEF programmes from 2015 to 2022. Assessment methodology must be consistent with globally accepted evaluation standards.

- Donor Impact report

Separate impact assessments will be conducted for donors with specific assessment requirements at agreed timelines (**refer to Annex for detailed donor assessment requirements and timelines**)

- Validation Workshop

The firm would organize a one-day validation workshop to present findings from the assessment and incorporate input from industry stakeholders

The report:

- I. Uses the TEF evaluation template unless otherwise agreed in the contract
- II. Fully explains the objectives and research questions of the study, limitations, and methods chosen for analysis,
- III. Findings respect TEF assessment standards as structured around the study's main objectives 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.
- IV. Recommendations should have a clear audience and be specific, accessible, and actionable
- V. Appendices should include detailed research instruments, a list of interviewees, terms of references, and evaluator(s) brief biography

## **Methodology**

- Uses the TEF evaluation template unless otherwise agreed in the contract
- 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 study's main objectives 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, and the evaluator(s) brief biography.

## **APPLICATION GUIDELINES**

The application should outline the monitoring and research approach and methods for data collection to be used, including the justification for these methods related to the research questions. It must clearly explain why the proposed methodology is the most appropriate to achieve the set objectives; it 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

### 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
- Narrative and financial reports (interim and final)
- Findings from mid-term review and audit reports (previously conducted for the project)
- 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 firm will conduct several field visits to selected countries where the programme has been implemented to perform verification, monitoring, and impact evaluation in accordance with the objectives. During the field visits, the team will collect information:

Obtain independent information from beneficiaries on the quality of achieved outputs

Obtain independent information about the direction of activities and the effectiveness and impact of the intervention

### Analysis, report production, and feedback:

The consulting firm will provide immediate monitoring feedback in the form of a detailed report. In addition to feedback on the implementation of the programme, the firm will be 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.

At the end of the assignment, the consultant will hold a debriefing with the Foundation. Findings and recommendations will be captured in the review report, which is to be finalized and submitted within 15 days (about 2 weeks) after the debriefing.

### **Data Gathering**

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

- Reviewing of existing documentation on the programme
- Structured one-to-one interviews with key stakeholders, partners
- Focus group discussions with beneficiaries to determine the impact of the programme
- Site visits to entrepreneurs' businesses
- Questionnaires.

### **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 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 Principles<sup>1</sup>:

- **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 clarify the review's limitations and 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, and 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 2022 to December 2023 (2023 is subject to availability of funding)

## **MINIMUM ORGANIZATION AND CONSULTANCY TASK FORCE REQUIREMENTS**

### **Minimum Organization Requirements**

- Sound general organizational capacity and demonstrated ability to provide the 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.
- The 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.

## **Task Manager / Team Leader**

### **Academic Qualification:**

- At least Master's degree in Business Administration, Economics, Political Science, Programme and Project Management or a relevant field

### **Experience:**

- A professional with over 10 years of experience working in programme formulation and design, result-based planning programming, monitoring, and evaluation
- Experience working with DFIs, global development organizations, and the private and public sectors, especially in the areas related to planning, monitoring & evaluation, and reporting
- Experienced in rendering M&E results using different media; C4D approaches.

### **Competencies:**

- Ability to provide general leadership in conducting technical monitoring exercises
- Ability to carry out quantitative and qualitative analysis
- Excellent interpersonal and organizational skills
- Excellent public speaking and presentation skills
- Ability to communicate and state ideas clearly and coherently
- Excellent, demonstrable reporting writing, and communication skills
- Proficiency in English. The ability to communicate in French will be an added advantage.

## **Senior Expert**

### **Academic Qualification**

- Minimum of a master's degree in social science, economics, or related field and/or public administration

### **Experience:**

- At least 10 years' experience in programme development and implementation, including project monitoring and impact evaluation
- Experience in data collection and use of statistical software for data analysis

### **Competencies:**

- Strong communication, writing, and presentation skills
- Strong analytical capabilities for review and translation of data
- Ability to work under pressure and to deliver manners promptly without compromising quality standards.
- Proficiency in English. The ability to communicate in French will be an added advantage.
- Good knowledge of the UN system is an advantage

## **Project Staff/Associate Consultants (at least 4)**

### **Academic Qualification:**

- Master's Degree in social science or related field and/or public administration

## Experience:

- A minimum of 5 years of professional experience and proven expertise in monitoring and evaluation, and project development

## Competencies:

- Strong communication, writing, and presentation skills
- Strong analytical capabilities for data analysis
- Ability to work under pressure and to deliver promptly without compromising quality standards.
- Proficiency in English. The ability to communicate in French will be an added advantage.

## CRITERIA FOR SELECTING THE BEST OFFER

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 is:

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1	The expertise of the Firm / Organization	30%	300
2	Proposed Methodology, Approach, and Implementation Plan	40%	400
3	Management Structure and Key Personnel	30%	300
<b>TOTAL</b>		<b>100%</b>	<b>1000</b>

## 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.



## Annex

### Annex I. Partners Assessment Deliverables and Timeline

Donor	Deliverables	Beneficiaries	Timeline
A	Impact Assessment for Google Women.	500 Women	March 2022 to December 2022
B	Tracer Study of the Supported Women on the WE4A Grant.	2420 Women	March 2022 to December 2022
C	Set up Impact Measurement Framework	All	June 2022
D	Impact Assessment	All beneficiaries from 2015 to 2021	March 2022 to December 2022

### Annex 2. Engagement Schedule

S/N	Deliverables	Expected Output	Timeline
1	<u>Operational Plan and Inception Report:</u> at the beginning of the assignment, the consulting firm will draft an inception report detailing the methodology, sampling strategy, data collection tools, timeline, and operational plan for review by TEF. This plan should specify the approach to be used and the requirements	Agreed Inception Report	Q1 2022
2	<u>Business growth and impact Measurement system:</u> The firm will set up a detailed system to measure business growth and report on impact in line with accepted international standards for review and approval by TEF	Finalized Measurement System	Q1 2022
4	<u>Quarterly Monitoring Reports:</u> The firm will be required to collate extensive data from all entrepreneurs every quarter, analyze and report findings on key project milestones and indicators across all donors	Finalized Quarterly report Updated Indicator Matrix	Quarterly
5	<u>Annual Report:</u> The Firm will be required to produce an annual report that would feed into the TEF annual programme report	Finalized Annual Report	Q4 2022
6	<u>TEF Impact Assessment:</u> The firm will conduct a holistic impact assessment of all TEF programmes from 2015 to 2022. Assessment methodology must be consistent with globally accepted evaluation standards.	General Impact Report from 2015 till 2021	Q3 2022



7	<u>Donor Impact Report:</u> Separate impact assessments will be conducted for donors with specific assessment requirements at agreed timelines	Donor-Specific Impact Report	Q4 2022
8	<u>Validation Workshop:</u> The firm would organize a one-day validation workshop to present findings from the assessment and incorporate input from industry stakeholders	Review Findings from Assessment, Learnings from Implementation	Q4 2022

