



Project title: The Tony Elumelu Foundation Entrepreneurship Programme.

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

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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 1.5 million young Africans on its digital hub, TEFConnect, and disbursed nearly USD\$100 million in direct funding to 18,000 African women and men, who have collectively created over 400,000 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 investment- Upon certification of the business plan, the TEF Entrepreneurship Programme provides a non- refundable seed capital investment 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

Tony Elumelu Foundation has through its flagship Entrepreneurship Programme and support from partners trained and funded over 18,000 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 seven (7) work packages are foreseen:

WORK PACKAGE A

Third-party monitoring of 2022 cohorts and Verification 2023 of entrepreneurs

- A0: Create a monitoring framework that encompasses all stages of the TEF Entrepreneurship Programme.
- A1: Recommend new performance indicators aligned with international standards for improved future impact evaluation.
- A2: Conduct on-site monitoring visits to all 1460 2022 cohorts and verification visits to all cohorts to be funded in 2023.
- A3: Collect quantitative and qualitative data to track program progress and impact.

- A4: Verify all cohorts shortlisted for payments for the 2023 cycle to ensure due diligence and KYC before disbursement of seed funding
- A5: Analyze collected data to assess key program activities, outputs, outcomes, and impact indicators as defined in the TEF result framework.
- A6: Provide real-time feedback and reports to TEF for adaptive management and informed decision-making.
- A7: Provide a verification report detailing the status of all entrepreneurs shortlisted for payment in the 2023 cycle.

WORK PACKAGE B

Beneficiary Mapping

- B0: Create a comprehensive database of ALL program beneficiaries since inception, including demographic information, geographic locations, business sectors, and other relevant details.
- B1: Contact Trace and Identify clusters of beneficiaries for targeted interventions and support.
- B2: Develop an interactive geographic information system (GIS) map to visualize the distribution of beneficiaries across all 54 African countries.

WORK PACKAGE C

Beneficiary Categorization

- C0: Develop a robust and standardized categorization methodology for consistent application across diverse businesses to enable comprehensive categorization stage of growth and investment readiness.
- C1: Establish the performance of all TEF alumni since 2015, including a categorization of the business based on growth stages, revenue levels, job creation, sector, market reach, using clear and globally recognized investment readiness assessment criteria.
- C2: Analyze trends and patterns within each business category to inform future program strategies.

WORK PACKAGE D

Outcome Mapping and Harvesting

- D0: Assess the Impact of the TEF Entrepreneurship Programme on Africa's economic development, referencing key project impact measurement indicators and sustainable development goals.
- D1: Map the intended and unintended outcomes of the program. Taking a case-by-case approach to capture and document programme outcomes both at the individual entrepreneur level and at the ecosystem level.
- D2: Identify pathways of change and the causal links between program inputs, activities, outputs, outcomes, and impacts.
- D3: Harvest and document lessons learned, unexpected results, and emerging opportunities for scaling

up successful practices.

- D4: Capture and document feedback on impact indicators as detailed in the TEF/partner-specific programme results framework
- D5: 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.

WORK PACKAGE E

Case Studies and Impact Stories

- E0: Develop a portfolio of success stories with a diverse range of entrepreneurs, highlighting various sectors, regions, and business sizes.
- E1: Conduct in-depth case studies of all successful TEF alumni businesses.
- E2: Explore the journey, challenges, strategies, and impact of selected businesses, including the role of the program in their growth, referencing key project impact indicators in line with result framework.

WORK PACKAGE F

Post Assessment Dissemination

- F0: Develop a comprehensive post-assessment communication plan to disseminate evaluation findings to diverse stakeholders.
- F1: Prepare engaging and accessible reports, infographics, and presentations to effectively communicate the program's achievements and impact.
- F2: Recommend/Organize workshops, webinars, and conferences to share results with stakeholders and encourage knowledge sharing.

WORK PACKAGE G

Assessment Outcome Validation

- G0: Implement a validation process involving external experts, stakeholders, and peer reviewers to verify the accuracy and credibility of assessment outcomes.
- G1: Ensure the rigor and reliability of data analysis, methodologies, and interpretations.
- G2: Address any potential biases or limitations through rigorous validation procedures.

SCOPE OF WORK

The Consultant will be expected to deliver the following at different points of the engagement:

1. Third Party Monitoring:

- 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.
- Monitoring and evaluation framework document outlining methodologies, data collection tools, and reporting frequency.
- A Comprehensive monitoring report with quantitative and qualitative data analysis, highlighting progress against key performance indicators, lessons learned and recommendations.
- Provide a verification report detailing the status of all entrepreneurs shortlisted for payment in the 2023 cycle.
- A comprehensive annual report detailing activities of the third-party engagement that would feed into the TEF annual programme report.

2. Beneficiary Mapping:

- Comprehensive beneficiary database with demographic, geographic, and business status information.
- Interactive GIS map illustrating the geographic distribution of beneficiaries.
- Report summarizing beneficiary profiles, key characteristics, and trends.

3. Business Categorisation:

- Categorization framework document detailing the methodology, criteria, and definitions used.
- Categorized list of TEF alumni businesses based on growth, revenue, job creation, Investment readiness level, key SDG contributions, challenges, and needs. Data should be disaggregated by gender, business sector, and country.
- Analysis report highlighting insights from business categorization and growth patterns.

4. Outcome Mapping and Harvesting:

- Outcome mapping report illustrating causal pathways, outcomes at various levels, and highlighting the most consistent outcomes of the programme. This includes Donor specific reports.
- Documentation of unintended positive outcomes and potential areas for program improvement.

5. Case Studies and Success Stories:

- A comprehensive and captivating case study and success story reports for each successful alumni, covering their journey, challenges, strategies, and impact.
- Infographics of Case studies and success stories segmented by sector, region and other social economic indicator.

6. Post Assessment Dissemination:

- Comprehensive communication plan outlining dissemination strategies and target audiences.

- Communication materials such as reports, presentations, infographics, and videos.
- List of Organized workshops, webinars, and conferences to share findings and engage stakeholders.

7. Assessment Outcome Validation:

- External validation report detailing the validation process, feedback received, and any adjustments made based on validation.

REPORTING

1. The provider will use the TEF monitoring and evaluation template unless otherwise agreed in the contract.
2. Fully explains the objectives and research questions of the study, limitations, and methods chosen for analysis,
3. 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.
4. Recommendations should have a clear audience and be specific, accessible, and actionable
5. Appendices should include detailed research instruments, a list of interviewees, terms of references, and evaluator(s) brief biography

METHODOLOGY

1. The provider will use globally recognized approaches and methodologies for assessment, mapping, case research, and monitoring.
2. Fully explains the objectives and research questions of the study, limitations, and methods chosen for analysis,
3. 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.
4. Recommendations should have a clear audience and be specific, accessible, and actionable
5. 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 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.

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

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

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

August 2023 to December 2023 (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.

TASK MANAGER/TEAM LEAD

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' experience working in programme formulation and design, result-based planning programming, monitoring, and evaluation.
- Experience working with DFIs, global development organizations, the private and public sector, 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.

DATA ANALYST /STATISTICIAN

Qualification:

- Master's degree or higher in Statistics, Economics, Data Science, or a related quantitative field.

Experience:

- Minimum of 5-7 years of experience in data analysis, including working with large datasets and using statistical software (e.g., R, Python, SPSS).

- Proven ability to analyse and interpret complex data and present findings in a clear and actionable manner.
- Experience in designing data collection tools and methodologies.
- Competencies:
- Strong quantitative and analytical skills.
- Proficiency in statistical analysis and data visualization.
- Attention to detail and accuracy in data handling.
- Problem-solving skills to derive insights from data.
- Proficiency in English. The ability to communicate in French will be an added advantage.

INVESTMENT READINESS AND BUSINESS DEVELOPMENT SPECIALIST

Qualification Requirements:

- Master's degree or higher in Business Administration, Finance, Entrepreneurship, or a related field.

Work Experience:

- Minimum of 7-10 years of experience in investment readiness, business development, and entrepreneurship support.
- Track record of working with startups, SMEs, and investment ecosystems.
- Knowledge of global investment standards and practices.
- Experience in developing and implementing capacity-building programs for entrepreneurs.
- Competencies:
- In-depth understanding of investment readiness assessment criteria.
- Strong business acumen and market knowledge.
- Ability to identify growth opportunities and provide strategic business advice.
- Excellent networking and relationship-building skills.

INVESTMENT READINESS AND BUSINESS DEVELOPMENT SPECIALIST

Qualification Requirements:

- Master's degree or higher in Research Methods, Social Sciences, or a related field.

Work Experience:

- Minimum of 5-8 years of experience in designing and conducting qualitative and quantitative research studies.
- Proven expertise in research methodologies, including surveys, interviews, focus groups, and content analysis.
- Track record of producing high-quality research publications.
- Competencies:
- Proficiency in research design and methodology.
- Strong qualitative and quantitative data analysis skills.

- Ability to synthesize and communicate complex research findings.
- Excellent writing and presentation skills.

RESEARCH OFFICERS

Qualification Requirements:

- Bachelor's or master's degree in a relevant field, such as Social Sciences, Economics, Business, or a related discipline.

Work Experience:

- 2-5 years of experience in research, data collection, and analysis.
- Familiarity with both qualitative and quantitative research methods.
- Experience in conducting surveys, interviews, and data entry.

Competencies:

- Strong organizational and time management skills.
- Attention to detail in data collection and analysis.
- Effective communication and teamwork skills.
- Proficiency in relevant software tools (e.g., Microsoft Excel, survey software).
- 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 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
The Expertise of Firm/Organization	30%	300
Proposed Methodology, approach and implementation plan	50%	500
Management structure and key personnel	20%	200
	100%	1000

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

ANNEX

Annex I. TEF and Partners Assessment Deliverables and timeline

Donor Deliverables		Beneficiaries	Timeline
A	Impact Assessment and Technical Report from Selected 500 Google Grant Beneficiaries	500 Women	November 2023
B	Assessment report for All 18,000 TEF supported businesses	All beneficiaries from 2015 to 2022	November 2023W
C	Impact Assessment and Technical Report from Selected 200 DEG Grants Beneficiaries	200	November 2023
D	Annual monitoring report detailing results of All monitoring activities conducted within the contracted period	All beneficiaries from 2015 to 2022	December 2023

Annex 2: Engagement Schedule

Deliverables	Timeline
Selection and Engagement: This covers the period of proposal review and discussions with M&E firms.	August 2023
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	1 weeks into September 2023)
Data Gathering, Site Visits and Verification: prompt field visits to all funded entrepreneurs in 2022 and Verification of yet to be funded 2023 cohort.	From the 2 weeks into September to last week October)
Monitoring Report: The firm will collect qualitative and quantitative data to track program and beneficiaries' business progress	December 2023
Annual Monitoring Report: The Firm will be required to produce an annual report that would feed into the TEF annual programme report	December 2023
Beneficiary Mapping Report: The firm will conduct contact tracing and create a comprehensive database of all program beneficiaries	December 2023
Business Assessment & Categorization: A categorization of all Alumni into growth stages, revenue levels, job creation, sectors, and globally recognized investment readiness assessment criteria	December 2023
TEF Outcome Harvest Report: The firm will assess the Impact of the TEF Entrepreneurship Programme on Africa's economic development, referencing key project impact measurement indicators and sustainable development goals.	December 2023
Donor Impact Report: Separate impact assessments will be conducted for donors with specific assessment requirements at agreed timelines	December 2023
Case Studies & Success Stories: The firm will conduct in-depth case studies of all successful TEF alumni business	December 2023
Post-Assessment Dissemination The firm will Develop a comprehensive post-assessment communication plan to disseminate evaluation findings to diverse stakeholders.	December 2023
Validation Workshop: The firm would organize a one-day validation workshop to present findings from the assessment and incorporate input from industry stakeholders	December 2023



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