

Terms of Reference (ToRs)

General Information

Description of Services:	International Firm Level Consultancy for the Provision of Third-Party Monitoring Services for the UNDP/ TEF Entrepreneurship Programme
Project Title:	UNDP Regional Youth Programme
Executing Office:	UNDP Regional Service Centre for Africa (RSCA)
Duty Station:	Home Based (with travel where applicable)
Type of the Contract:	Consulting Firm
Duration:	40 working days, over two months
Expected Start Date:	Immediately after concluding the contract agreement

I. BACKGROUND

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

With a mutual recognition of the importance of entrepreneurship development of young people in Africa, UNDP signed an MOU with the Tony Elumelu Foundation in 2017 to cooperate on the following areas of activity:

- Promote entrepreneurship development in Africa with a focus on startups and existing SMEs;
- Provide entrepreneurship skills training to start- ups and emerging African entrepreneurs;
- Deliver Business Development Services (BDS) necessary for start- ups and existing SMEs 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, guarantees and other financial services suitable for start- ups and small businesses in Africa;
- Foster partnerships with state and non- state actors to improve policy and business environment for local enterprises development in Africa;
- Jointly develop structures for the systematic monitoring and evaluation of the impact on African Entrepreneurs;
- Engage private sector leaders, corporations and businesses to support the development of African entrepreneurs

Since 2018, UNDP and TEF have jointly collaborated on 4 iterations of the programme with a total investment of USD 13.77 Million provided by UNDP. Prior to engaging TEF as the implementing partner of the programme, UNDP conducted a micro-assessment as part of the requirements under the Harmonized Approach to Cash Transfers (HACT) Framework. The HACT framework represents a common operation outline for UN agencies' transfer of funds to government and non- governmental implementing partners. The micro-assessment evaluates the implementing partners' control framework to determine a risk rating (low, moderate, significant, or high) and informs eligibility for appropriate cash transfer modality for an implementing partner.

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

1. **An online toolkit-** The programme provides access to TEF's proprietary online Start-up Toolkit training, which is a comprehensive, practical training that equips entrepreneurs with resources on financial planning, market analysis, product marketing, business management skills, and many more. Over the 12- week period, the entrepreneurs are assigned a module with assignments that are completed with dedicated mentors. A weekly webinar is held by TEF to facilitate 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.
2. **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 TEConnect platform, emails, social media, etc. Mentor selection and matching is carefully conducted to ensure alignment with the entrepreneurs' goals and objectives.

3. **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. Subsequent to this, a business plan certification competitive process occurs to review, provide feedback and refine the document to ensure feasibility.
4. **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 eligible for the funding.

II. OBJECTIVES OF THE SERVICE / WORK

With reference to its accountability framework, UNDP seeks to recruit a consulting firm to provide independent third-party verification and monitoring services that will determine the extent to which funding provided by UNDP towards the collaboration with TEF on entrepreneurship development has been appropriately used.

The overall objective of the consultancy is to carry out a timely, targeted and detailed monitoring and reporting exercise on the UNDP/ TEF Entrepreneurship Programme. The consulting firm is expected to carry out the assignment independently, but under the overall guidance of UNDP Regional Service Centre for Africa and in close collaboration with the assigned Monitoring Specialist to complete the following tasks:

- A. Conduct mapping and real-time verification and monitoring of the entrepreneurship programme
 - i. Where applicable, visit programme implementation countries to verify implementation of activities by TEF in an overt and covert process.
 - ii. Where applicable, monitor and measure the impact of selected business plans developed and implemented by supported young entrepreneurs, and monitor the disbursement and use of the grants received by the young beneficiaries.
 - iii. Consult with partners engaged in the programme to determine quality of implementation.
 - iv. Provide qualitative and quantitative reports of the monitoring activities conducted.
 - v. Map all related programme activities within selected countries as captured in the TEF final reports and workplans.
 - vi. Conduct comprehensive risk assessment of regional and national level dynamics that potentially affect programme activities.
- B. Data collection and analysis for results-based management
 - i. Develop appropriate tool and formats for operating and managing effectively the collection, handling, analysis and dissemination of data on programme activities, outputs, outcomes and impact. The assignment may also require specialized data collection as will be specified
 - ii. data collection and analysis in line with the Sustainable Development Goals (SDGs) and the UNDP Regional Programme objectives
- C. Contribution to research
 - i. Within the data collection responsibility, the third party monitoring firm shall be required to conduct independent research and publication to contribute to UNDP's regional knowledge repository
- D. Partnership and cooperation
 - i. Produce an inventory and analysis of all partners engaged throughout the implementation of the entrepreneurship programme
 - ii. Provide recommendations on relevant actors to be engaged in subsequent activities to ensure improved impact and scale of the programme.

III. SCOPE OF THE SERVICE / WORK

3.1 Approach

The consulting firm will be required to propose the methodology and approach to be applied during the assignment. The firm will receive guidance from the Regional Youth Team under the Governance and Peacebuilding Team on the monitoring prioritization during which the entrepreneurship programme's internal and external monitoring plan will be identified or formulated.

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 and UNDP country office colleagues of the respective target countries.
- Focus group discussions with beneficiaries to determine impact of the programme
- Questionnaires.

3.2. Scope

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

(1) Desk review and visit planning

During the monitoring exercise the firm will closely engage with the UNDP Regional Service Centre for Africa and Tony Elumelu 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)
- Monitoring reports
- Baseline and needs assessment information
- Partner capacity assessment (mico-assessment report for TEF)
- List of partners and beneficiaries and other database information
- Other relevant monitoring and evaluation documents from country offices

(2) Field Visits:

Based on the planning and desk review, the firm will conduct a number of field visits to selected countries where the programme has been implemented in order to perform verification, monitoring and impact evaluation in accordance with the objectives of the Regional Programme. During the field visits, the team will collect information to:

- Be able to determine whether the activities captured within the framework of the UNDP/TEF entrepreneurship programme have been implemented
- Obtain independent information from beneficiaries on the quality of achieved outputs
- Obtain independent information about the direction of activities and effectiveness and impact of the intervention

The firm will consult and interview project beneficiaries, mentors, key national partners, UNDP Country Offices where the project is implemented, TEF as the principle implementing partner and various short-term support staff recruited during operationalization of the programme. Information collection needs to be conducted in accordance with the Regional Programme guidelines on costing and implementation, which the firm is required to consult before commencing the exercise. pre-monitoring planning (selection of activities and locations, means of verification) will serve as a basis for targeted and sampled monitoring and will require the consulting firm's close engagement with other entities.

(3) Analysis, report production and feedback:

The consulting firm will provide immediate monitoring feedback to the Regional Youth Team if deemed necessary, as well as detailed 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 UNDP regional office. Findings and recommendations will be captured in the review report, which is to be finalized and submitted within 15 days after the debriefing.

IV. REPORTING REQUIREMENTS

The selected consulting firm will be expected to abide by the following reporting requirements and provide the regional youth team with the following deliverables:

(1) Frequent real-time updates

The firm will keep the regional youth team updated (via email and phone) about the progress of the monitoring assignment throughout the process (planning, desk review, visits, and feedback) and flag any observations that require immediate attention from UNDP management.

(2) Bi-monthly progress updates

Regular progress- update meetings will be conducted between the firm and the UNDP regional youth team as deemed necessary (teleconference)

(3) Operational Plan

At the beginning of the assignment the consulting firm will draft an inception report and operational plan for review by the regional youth team. This plan should specify the approach the approach to be used and requirements

(locations and activities of interest, objectives and focus of the visits, UNDP specific guidelines on costing and implementation to be used, means of verification, time-frame, team to be deployed, etc.)

(4) Final report

The firm will be required to provide a comprehensive assessment report of the UNDP/ TEF entrepreneurship programme based on a qualitative and quantitative analysis of implemented activities and achieved outputs. The firm will also be required to provide justified opinion about the overall assessment of the efficiency and effectiveness of the intervention, point to the pressing short-term and mid-term issues that require attention of UNDP senior management. Particular attention will be dedicated to gender dynamics in the programme. The report should also specify success stories based on beneficiary accounts and actionable recommendations for the implementing partner and UNDP.

V. DELIVERABLES

Task	Deliverables	Frequency
Inception of assignment	inception report including a work plan, methodology and timeline; proposed and agreed with the UNDP Regional Service Centre for Africa	First week
Data collection and analysis	Data collection, analysis and dissemination tools	Bi-monthly
Monitoring	Report outlining the activities achieved and on-going, conclusions and any other relevant information collected during the monitoring mission Report outlining the viability and sustainability of at least 100 businesses developed with the support of the UNDP-TEF programme.	Weekly
Project activities, results Mapping of partners and stakeholders	Visual representation of project activities and beneficiaries Overview of key existing and potential new partners engaged in the UNDP-TEF programme	First month
Research and communication	Publications, reports and news bulletins	Bi- monthly
Final Report	Final Report highlighting key findings, recommendations and actionable next steps	Last Week

VI. Payment Milestones

The selected firm shall then be paid the lump sum contract amount 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 from:	Percentage of Payment
1 st Installment	Comprehensive inception report and evaluation matrix to be used for the assignment	Regional Youth Team/UNDP	20%
2 nd Installment	Draft evaluation report	"	50%
3 rd Installment	Final evaluation report and validation workshop	"	30%

Institutional Arrangements

The consulting firm will work with UNDP RSCA and TEF to coordinate missions (where applicable) and attain the necessary approvals and authorizations during the assignment.

The firm will operate under the guidance of the UNDP Monitoring Specialist and will be expected to liaise, interact, and communicate with the regional youth team, Governance and Peacebuilding Team, project staff, Country Offices and the TEF Manager. The frequency of progress reporting will be weekly to the assigned project specialist

Duration of the Work

This assignment is expected to be undertaken over a period of 40 days and expected to spread over a period of two (2) months.

IX. MINIMUM ORGANIZATION AND CONSULTANCY TASK FORCE REQUIREMENTS

9.1 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
- 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
- Litigation and arbitration history of the Offeror does not bear any potential reputational or other risks for UNDP or other United Nations Organizations and specialized agencies
- Financial indicators to prove the Offeror's long-term sustainability and possession of the sufficient sound financial position to ensure it can meet its financial commitments under this TOR.

9.2 Task Manager / Team Leader

Academic Qualification:

- At least Master's degree in Business Administration, Economics, Political Science, Programme and Project Management or 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 UN 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. Ability to communicate in French will be an added advantage.

9.3 Senior Expert

Academic Qualification:

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

Experience:

- At least 7 years' experience in programme development and implementation, including project monitoring and 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 in a timely manner without compromising quality standards;
- Proficiency in English. Ability to communicate in French will be an added advantage.
- Good knowledge of the UN system is an advantage

9.4 Project Staff/Associate Consultants

Academic Qualification:

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

Experience:

- A minimum of 5 years 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 in a timely manner without compromising quality standards;
- Proficiency in English. Ability to communicate in French will be an added advantage.

X. CRITERIA FOR SELECTING THE BEST OFFER

Upon the advertisement of the Procurement Notice, qualified Consultancy Firm is expected to submit both the Technical and Financial Proposals. Accordingly the firm will be evaluated by UNDP based on Cumulative Analysis as per the following conditions:

- 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:
 - a. Technical Criteria weight is 70%
 - b. Financial Criteria weight is 30%

XI. LOGISTICAL SUPPORT

- The Governance and Peacebuilding team will ensure that the Consultancy Firm receives the required logistical support in the event of travel.

XII. 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 RFP Proposal Submission Form (See Next Page).

XIII. CONFIDENTIALITY AND PROPRIETARY INTERESTS

The consultants shall not either during the term or after termination of the assignment, disclose any proprietary or confidential information related to the consultancy or the Government without prior written consent. Proprietary interests on all materials and documents prepared by the consultants under the assignment shall become and remain properties of UNDP and the Tony Elumelu Foundation. This assignment will be administrated by the United Nations Development Programme (UNDP), and all relevant UNDP rules, policies and procedures will apply.

HOW TO APPLY

It should be submitted through <https://etendering.partneragencies.org> search for **Event ID ETH2502**

PROPOSED STANDARD TECHNICAL PROPOSAL EVALUATION CRITERIA

Herewith please find the **Standard Technical Proposal Evaluation Criteria** along with respective allocated weight template for Requester's subsequent review. As per the relevance of the proposed criteria it can either:

- a. Redistributed the allocated weight;
- b. Delete specific criteria if you find it irrelevant or less relevant; or
- c. Replace with new criteria along with corresponding allocated weight

Summary of Technical Proposal Evaluation Forms		Score Weight	Points Obtainable
1	Expertise of Firm / Organization	30%	300
2	Proposed Methodology, Approach and Implementation Plan	40%	400
3	Management Structure and Key Personnel	30%	300
TOTAL		100%	1000
Technical Proposal Evaluation (FORM I)			
Expertise of the Firm / Organization			Points Obtainable
1.1	Reputation of Organization and Staff / Credibility / Reliability / Industry Standing		50
1.2	General Organizational Capability which is likely to affect implementation <ul style="list-style-type: none"> - Financial Stability - Loose consortium, Holding company or One firm - Age/size of the firm - Strength of the Project Management Support - Project Financing Capacity 		90

	- Project Management Control	
1.3	Extent to which any work would be subcontracted (subcontracting carries additional risks which may affect project implementation, but properly done it offers a chance to access specialized skills.)	15
1.4	Quality assurance procedure, warranty	25
1.5	Relevance of: - Specialized Knowledge - Experience on Similar Programme / Projects - Experience on Projects in the Region - Work for UNDP/ major multilateral/ or bilateral programmes	120
SUB TOTAL		300
Technical Proposal Evaluation (FORM II)		
Proposed Methodology, Approach and Implementation Plan		
2.1	To what degree does the Proposer understand the task?	30
2.2	Have the important aspects of the task been addressed in sufficient detail?	25
2.3	Are the different components of the project adequately weighted relative to one another?	20
2.4	Is the proposal based on a survey of the project environment and was this data input properly used in the preparation of the proposal?	55
2.5	Is the conceptual framework adopted appropriate for the task?	65
2.6	Is the scope of task well defined and does it correspond to the TOR?	120
2.7	Is the presentation clear and is the sequence of activities and the planning logical, realistic and promise efficient implementation to the project?	85
SUB TOTAL		400
Technical Proposal Evaluation (FORM III) Management Structure and Key Personnel		
3.1	Task Manager / Team Leader General Qualification Suitability for the Project	
	- International experience	25
	- Training experience	20
	- Professional experience in the area of specialization	45
	- Knowledge of region	30
	- Language qualification	20
SUB TOTAL		140
3.2	Senior Expert General Qualification Suitability for the project	
	- International experience	15
	- Training experience	15
	- Professional experience in the area of specialization	45
	- Knowledge of the region	25
	- Language qualification	20
SUB TOTAL		120
3.3	Project Staff/ Associate Consultants General Qualification Suitability for the project	
	- International experience	5
	- Training experience	5
	- Professional experience in the area of specialization	10
	- Knowledge of the region	10
	- Language qualification	10
SUB TOTAL		40
Aggregate		1000