

Invitation to Bid: Terms of Reference (TOR) for an Independent External End-Term Evaluator

Project: GreenWorks

Study Title: External End-Term Evaluation GreenWorks LEAD Program

Duration: 3 months (mid-March until end-June 2024)

Location & geographical coverage: Algeria, Egypt, Tunisia.

Deadline: March 7th, 2024.

Start date: March 15th, 2024

About Hivos

Hivos is an international organization guided by humanist values, that works for a world where people can realize their full potential, unleashing their ingenuity and creativity to build fair, just and life sustaining societies for themselves and generations to come. We work in partnership with others in the Middle East, Africa, Asia and Latin America in three impact areas: 1) civic rights in a digital age, 2) climate justice, and 3) gender equality, diversity and inclusion. Our approach is solution driven, and we build wider movements for change by amplifying and connecting voices. To ensure continuity and expansion of our work, we aim to diversify our sources of funding and increase our funding base.

About GreenWorks

[GreenWorks](#) is a program developed by Hivos, a Netherlands-based INGO, and implemented in collaboration with various local partner organizations across North-Africa (Algeria, Egypt & Tunisia). Hivos and the local partners are referred to as the Alliance. The program initially ran from January 2020 until December 2024, but received a 6-month No-Cost Extension until June 2024.

The program aims to contribute to climate change mitigation by creating sustainable business and job opportunities for more than 9000 young women and men in the green economy in North Africa. To this end, it focuses on:

1. supporting the creation of “innovation clusters” that enable businesses in the green and digital economies to scale
2. enhancing the capacities of Business Development Support Organizations and Employability Hubs to create jobs and develop private sector activities beyond program support
3. training youth in 21st-century skills to afford them economic opportunities in future-oriented green sectors
4. enabling social enterprises operating in the green economies to scale their businesses and create new jobs

GreenWorks is funded by the Dutch Ministry of Foreign Affairs under the Local Employment for African Development (LEAD II). LEAD is implemented by four NGO-consortia led by SOS, Oxfam, Hivos and SPARK in Somalia, Nigeria, Mali, Egypt, Algeria and Tunisia. The program aims to strengthen the SME ecosystem, enhance employability of youth, create new jobs, and stimulate youth entrepreneurship.

Program Scale

Out of the 3 target countries, the biggest bulk of activities is implemented in Egypt, followed by Tunisia and Algeria. GreenWorks Alliance members consist of a variety of BDSOs and investor networks, including Nahdet El Mahrousa, ElSpace, ElRehla, The Tunisian Center for Social Entrepreneurship, AUC VLab, Clean Tech Arabia, Flat6Labs Tunisia, Wasabi, Fondation Tunisie Pour Development, Sylabs, Impact Partner, ElSpace Innovation Hub, Med Angels Investment Network, Education for Employment Tunisia, and Alexandria Angels. In addition, Hivos launched a matching fund under GreenWorks, supporting more than a dozen green startups spread over the 3 targeted countries.

	Algeria	Egypt	Tunisia
# local implementing partners	2	7	8
# startups supported under the matching fund	1	9	4

The Evaluation

The evaluation will look into the program’s overall impact, taking into account the design and key assumptions underlying the implementation, as well as changes made as part of the 2022 mid-term review. It will place findings in the context of regional and global developments such as covid that have had an impact on the program, and provide lessons learned and

recommendations for future implementation. Of course, the evaluation will also look at the effectiveness, efficiency, and sustainability of the program. The assessing consultant/entity is expected to either conduct field visits or contract local researchers to work closely with the alliance partners on the ground to (1) validate and check samples of impact documentation and (2) conduct qualitative interviews with beneficiaries.

Evaluation Questions

The following key questions will guide the end of project evaluation:

Project Design and Key Assumptions

- In what ways has the program managed to support Business support organizations to undergo organizational change and pivot towards a green economy?
- How has enhancing the capacities of BDSOs resulted in increased ability to implement long-term job creation and private sector development activities?
- Were BDSOs and employability hubs able to attract sufficient young women for their activities, in line with project assumptions?
- Have we managed to catalyze and de-risk private investments in green social enterprises? Has more funding become available to green social enterprises, and what has the role of the program been in this compared to other actors?
- To what extent has upskilling youth result in tackling the mismatch between supply and demand in local labour?

Effectiveness

- To what degree has the project succeeded in achieving its outcomes, and to what extent were expectations around these outcomes adapted in the course of the project?
- How effective were the strategies and tools used in the implementation of the project, both in view of the set outcomes and changing circumstances?
- To what extent what the team able to effectively respond to changing conditions and circumstances? How have these changes affected the program and what lessons can be learned from this?
- What external developments influenced the program implementation and to what extent have these affected its impact?
- To what extent have the program's results met the assumed and actual needs of the beneficiaries?

Efficiency

- Did the actual results (outputs and outcomes) justify the costs incurred, and would there have been different ways to achieve the same or better results?
- What factors contributed to increasing and reducing program efficiency?
- Did project activities overlap, duplicate or add value to other similar interventions (funded nationally and /or by other donors)?
- How did the project financial management processes and procedures affect project implementation?

Sustainability

- What is the likelihood of continuation and sustainability of project impact and results after completion of the project?
- How did the program contribute (or not) to sustainability and increased local ownership, and what lessons for the future can be drawn from this?
- What are the key factors that will require attention in order to improve prospects of sustainability of project outcomes and the potential for replication of the approach?
- How were capacities strengthened at the individual and organizational level, and how has this related to creating local ownership?
- What are the recommendations for similar support in future?

Expected Methodology and Proposed Approach

The below is the initial methodology suggested by Hivos. Changes are expected to occur based on further discussions with the selected applicant.

- a. Collection of and acquaintance with the project M&E plan, program progress reports and other relevant program-related materials.
- b. Designing the detailed assessment scope and methodology
- c. The assessment will provide quantitative and qualitative data through the following methods:
 - Desk study and review of all relevant program documentation including program documents, work-plans and program progress reports & previous mid-term evaluation, synthesis report, etc.;
 - In depth interviews to gather primary data from key stakeholders/ beneficiaries using a structured methodology;
 - Focus group discussion with project beneficiaries and other stakeholders;
 - Observations.

- d. Undertaking evaluation of program through agreed methods and processes according to agreed framework.
- e. The overall objective of the GreenWorks program is to create 9,000 jobs. The contracted consultant/entities are expected to validate a sample of minimum 10%.
- f. Continuous communication with the Hivos Program Management team to clarify any other matters.
- g. Delivering a final evaluation report including findings, lessons learned and recommendations.

Deliverables

The following deliverables are expected to be delivered during the assignment:

1. Workplan

The workplan is expected to be submitted upon conducting a kick-off meeting with the Hivos team, aligning all parties on the scope of the assignment & methodology, and collecting and reviewing GreenWorks key documents

2. First Draft End-Term Evaluation Report

The draft report is expected to clearly present the findings and analysis of primary as well as secondary data collected by the consultant

3. Final End-Term Evaluation Report & Presentation

The final version of the report should be submitted after addressing all comments received by the Hivos team. The consultant is also expected to deliver an online presentation (and submit the PPT slides) on the findings of the report. The exact invitees to the presentation will be decided on during the assignment.

Timeline for the Evaluation

The total duration of the assignment is 3 months. The study is expected to commence mid-March and conclude by mid-June 2024; exact dates can be found below. It is important to note that the consultant should be available to accommodate to partners' working days and schedules across the region, as necessary.

Application deadline	March 7th, 2024
Notification selected applicants	March 10th, 2024
Start date	March 15th, 2024
Submission methodology and detailed work plan	March 31th, 2024

Submission first draft of the end-term evaluation report	May 31th, 2024
Submission final end-term evaluation report & presentation	June 20th, 2024

Support from Alliance

Considering the scale of the assessment and the high number of stakeholders, the alliance partners will provide support to the entity conducting the assessment. Such support would entail:

- a. Providing all relevant project documents;
- b. Providing all needed data already collected by the implementing entities;
- c. Provide support- when possible- in collecting further data needed by the entity conducting the assessment;
- d. Leveraging network when needed (this includes support in obtaining visas for field visits when needed);
- e. Organizing meetings with stakeholders and other partners as determined to be needed by the entity conducting the assessment;
- f. Assigning a project officer to act as the communication focal point with the entity conducting the assessment.

Eligibility

Individual consultants and/or legal entities must be based or have an affiliate in either Algeria, Egypt, Tunisia are to apply. Consultants and registered legal entities should have a proven track record of experience on conducting employment/entrepreneurship related evaluations and impact studies and other similar undertakings.

Contracted consultants/entities are expected to be able to acquire any needed clearances from local authorities to conduct this assessment if needed.

Applicants must be aware that the products of this call will be shared with the Dutch Ministry of Foreign Affairs.

How to Apply

Individuals/organizations interested in undertaking this evaluation are invited to submit their application (in English) no later than March 7th, 2024 by email to menaprocurement@hivos.org with topic “GW End-Term Evaluation”

The application should consist of the following:

1. **Letter of Interest:** This is a letter directed to Hivos explaining your (organization’s) interest in implementing this assessment. The letter should not exceed three pages and is expected to contain the following:
 - a. Evaluation proposal: How would you answer the evaluation questions? Overview of the suggested assessment methodology (including the methods for data collection and analysis), approach and implementation plan (laid out in a timetable that is within the duration of the contract).
2. **Financial proposal:** It should list all major cost components associated with the services, and the detailed breakdown of such costs (inclusive of required taxes).
3. **Documentation of relevant experience:**
 - a. Information about the entity/consultants applying to undertake the assessment
 - i. legal incorporation information when relevant.
 - ii. Resumes of the lead researcher and the key personnel that will be assigned to support the implementation of the proposed methodology, clearly defining the roles and responsibilities vis-à-vis the proposed methodology. Resumes should establish competence and demonstrate qualifications in areas relevant to the ToR.
 - b. Past relevant assessments conducted by the team that they are entitled to share.
 - c. Relevant local research assets/networks in the countries where the project is being implemented is a plus.
4. **At least one reference** from past/recent and similar work/assignments.

Proposals will be evaluated based on the proposed approach, relevant experience, and cost-effectiveness. For inquiries or clarifications regarding this TOR, please contact menaprourement@hivos.org

Payment

The consultant is expected to submit the deliverables listed below and receive the corresponding payments:

First Payment	30% upon submitting and approving the workplan
Second Payment	40% upon submitting and approving the first draft of the final evaluation report
Third Payment	40% upon submitting and approving the final draft of the final evaluation report

Annexes

DD Results Indicator (Annex 1)

Original M&E Framework for the Program developed by Hivos (Annex 2)

GreenWorks Mid-Term Evaluation Report (Annex 3)

M&E Templates and Questionnaires developed by Hivos (Annex 4)

Hivos reserves the right to accept or reject any proposal and may seek additional information or clarification from applicants. The selected consultant will be expected to sign a contract and work closely with Hivos throughout the evaluation.

Hivos reserves the right to cancel this tender announcement at any time.