



**Terms of Reference
Final Independent Evaluation Consultant**

Organisation	AFFORD-UK
Project title	Diaspora Finance Initiative (DFI)
Local Partner	AFFORD-Sierra Leone EMPRETEC, Zimbabwe Enterprise Development Centre (EDC) Pan Atlantic University (PAU), Nigeria Private Sector Federation (PSF), Rwanda
Duration	55 days
Application deadline	10 th September, 2019
Expected start date	7 th October, 2019
Location	UK, Nigeria, Rwanda, Sierra Leone, Zimbabwe
Remuneration	Competitive remuneration commensurate with skills and experience

1.0 INTRODUCTION AND BACKGROUND

1.1 The African Foundation for Development UK (AFFORD-UK)

AFFORD’s mission is “to expand and enhance the contribution Africans in the diaspora make to African development”. The mission is pursued through programmes, projects and activities undertaken solely by the charity or in collaboration with partners in Africa, the United Kingdom, European Union and other parts of the world.

AFFORD’s activities fall within the overlapping programme themes of:

- Enterprise & Employment in Africa (EEA)
- Diaspora Remittances & Investments (DRI)
- Diaspora Engagement & Capacity-Building (DEC)
- Action-Research, Policy & Practice (ARPP)
- Diaspora Volunteering Experience

AFFORD is a pioneer and innovator in the field of policy and practice of ‘diaspora and development’. It continues to act as a catalyst, concept-tester and exemplar in the sector. AFFORD plays a leading role in UK and international policy advocacy. It also seeks out, supports and enhances the capacity of actual and potential change-makers



amongst diaspora organisations and individuals. It currently delivers the Diaspora Finance Initiative (DFI) on behalf of Comic Relief/UKAid.

1.2 Diaspora Finance Initiative (DFI)

The Diaspora Finance Initiative (DFI) programme is funded by DFID and Comic Relief and has been implemented since 2016. Its aim is to stimulate economic activity, support job creation and economic and social development in Africa (initially in targeted areas of Nigeria, Rwanda, Sierra Leone and Zimbabwe), as a result of increased and diversified diaspora finance, investments and volunteering. It also addresses the gaps in policies that undermine African development. DFI recognises the diaspora as a critical contributor to Africa's development, therefore, it supports diaspora investors and their SMEs with business knowledge, networks and funds to invest in Africa and create jobs. Through the DFI AFFORD also works to increase the effectiveness of remittances, develop innovative ways development financing (such as diaspora Bond and match funding), improve investment policies and contribute to organisational development of African partners. Its innovative pilot initiatives aim to provide a model for engaging individual and community investors beyond the target countries. Country partners for DFI include the following organisations.

1.3 The African Foundation for Development Sierra Leone (AFFORD-SL)

AFFORD-SL is a sister organisation of AFFORD-UK, but maintains local independence and characteristics. Its core mission is to enhance and expand the capacity of Sierra Leoneans at home and abroad to contribute to national development. It facilitates the creation, protection and maintenance of jobs through practical support of Micro, Small and Medium-Sized Enterprises. Goals are pursued through:

- Facilitation of financial and 'brain-gain' investment/input from the African diaspora
- Training/deployment of business coaches/Advisors
- Direct technical support, coaching and mentoring of entrepreneurs and SME managers
- Facilitation of 'Access to Finance' and other forms of business support/development
- Awareness-raising/popularisation of enterprise as a viable option for self-employment/job-creation
- Advocacy, lobbying and facilitation of a conducive enterprise environment
- Advice and guidance on enterprise regulation and related policy development.

1.4 Empretec Zimbabwe

Empretec is UNCTAD¹'s integrated capacity-building programme promoting the creation of sustainable SMEs support structure to help promising entrepreneurs build innovative and internationally competitive businesses. Empretec has a tailor-made training programme (Entrepreneurship Development Workshop - EDW) geared towards imparting personal entrepreneurial competencies to aspiring business people. This programme has managed to create a new breed of dynamic, highly motivated, self-confident and focused Zimbabwean entrepreneurs.

¹ United Nations Conference on Trade and Development support developing countries in their fight to address poverty through "trade, investment, finance, and technology as vehicles for inclusive and sustainable development." Website: <http://unctad.org>



1.5 Enterprise Development Centre (EDC) Nigeria

The Enterprise Development Centre (EDC) is the entrepreneurship centre of the Pan-Atlantic University. Set up in 2003 as the Centre for Enterprise Development Services (EDS), the Centre emerged as a direct response to the dearth of available professional business development and support services to small and growing businesses in Nigeria. It is EDC's mission to build a network of entrepreneurial leaders through commitment to continuous learning, process improvement and business integrity. EDC's strength lies in its network of partners and collaborators; hence a lot of emphasis is being placed on partnership building, collaboration and constantly searching for value-driven initiatives / projects with high societal impact.

1.6 Private Sector Federation (PSF) Rwanda

The Private Sector Federation - Rwanda (PSF) is a professional organization, dedicated to promote and represent the interests of the Rwandan business community. It is an umbrella organization that groups 9 professional chambers. It was established in December 1999, replacing the former Rwanda Chamber of Commerce and Industry. The Private Sector Federation (PSF) has registered major successes since its creation in 1999. Beyond a strong brand and membership base, PSF pioneered Business Development Services (BDS), registered wins in advocacy and played a strong national and regional role. Yet, the business sector still needs to mature into Rwanda economic engine. While Vision 2020 and EDPRS call for a private sector led economy, the business sector, it is important that a strong Private Sector Federation must also achieve financial self-reliance.

2.0 PURPOSE OF THE EVALUATION

As we approach the end of the DFI programme, a final evaluation is required to provide a synthesis of the project's achievements against plans and obligations to donors and participants; investigate the change that occurred as a result and to generate important information to drive learning and capture approaches, challenges and lessons of the programme. We therefore require the service of a qualified external evaluator (evaluating team) to conduct a summative evaluation and produce a report to be shared with the donors and to inform organisational learning.

3.0 SCOPE AND OBJECTIVES OF THE EVALUATION

The evaluation will cover the entire period of implementation of the DFI project, from June 2016 until the end of 2019 and the activities implemented in the UK, Nigeria, Rwanda, Sierra Leone and Zimbabwe. In conducting this evaluation, the consultant's assessment should address the following objectives:

- Measure and evaluate the outputs delivered and the outcomes/ impact achieved by the project (including the challenges it faced)
- Review the innovative approaches/ pilot projects implemented and identify the key learning from these approaches
- Assess the effectiveness, efficiency and value for money of the project
- Articulate project learning and strategic implications for future programming of diaspora investment and volunteering



4.0 EVALUATION INQUIRY LINES

The evaluation should explore the following main lines of inquiry for each objective:

OBJECTIVES	LINES OF INQUIRY
Project outputs	<p>What outputs were produced under each DFI objective? And were they of appropriate quality to achieve the agreed objectives?</p> <p>Were the outputs delivered in line with the agreed targets? If not, why?</p>
Project Outcomes	<p>What intended outcomes occurred for each DFI objective²?</p> <p>What was the value added by the various components of the DFI programme (and of the DFI initiative as a whole) to its beneficiaries (diaspora investors and their SMEs, employees, partners, policymakers)?</p> <p>What was the value added by diaspora SMEs to its beneficiaries (diaspora investors and their SMEs, employees, local communities, customers, other)?</p> <p>What unintended positive and negative changes occurred under each objective?</p> <p>How did different beneficiary groups benefit from the project?</p>
Innovative approaches/ pilot projects	<p>Assess the added value of the diaspora for the DFI project and its various pilots?</p> <p>How appropriate to the context were the Remitplus Diaspora Bond and Diaspora Experience?</p> <p>What has been their impact and what learning did they generate?</p>
Project Impact and sustainability	<p>DFI is the first significant diaspora finance initiative. Was the Theory of Change and design appropriate or too ambitious?</p> <p>To what extent did this initiative achieve its planned impact³?</p> <p>What component of the project was most important in catalysing the change?</p>

² DFI project objectives to be assessed by the evaluation are: (O1: Support diaspora investors to create sustainable jobs in Africa; O2: Strengthen African business networks and knowledge; O3: Improve policy environment in the target countries to facilitate growth of SMEs and (diaspora) investment; O4: Mobilise and channel (African diaspora) philanthropy and skills to support the development of social economy in Africa

³ The aim of the DFI project is to: Stimulate economic activity, support job and wealth creation in Africa (initially in targeted areas of Nigeria, Rwanda, Sierra Leone and Zimbabwe), as a result of increased and diversified diaspora finance and investments and more favourable policies.



	<p>To what extent will the changes that occurred as a result of the intervention be sustained or continued?</p> <p>If the changes were not sustainable, why not and what could have been done to sustain them?</p>
<p>Management, effectiveness, efficiency and value for money</p>	<p>What was the level of effectiveness and efficiency of project delivery?</p> <p>How effective was the support provided by AFFORD internal systems?</p> <p>Was the project effectively supported by country partners? Were working relationships with partners effective (e.g., good communication, role clarity)? Did they have sufficient capacity to deliver the project?</p> <p>Was the project effectively supported by the ABC business consultants?</p> <p>Was the project implemented in a cost-effective way?</p>
<p>Project learning and strategic implications for future programming</p>	<p>What are the major lessons for each of the objectives?</p> <p>Was the model adopted by the DFI (providing diaspora investors with grants, skills and ongoing transnational BDS) valid and impactful?</p> <p>How did the intervention contribute to the achievement of AFFORD's mission?</p> <p>How did this intervention capitalise on AFFORD's unique expertise or experience?</p> <p>What are the recommendations and implications for programming of SME and diaspora investment and volunteering?</p>

5.0 EVALUATION METHODOLOGY

This summative evaluation will be conducted in the UK and in Africa (Nigeria, Rwanda, Sierra Leone and Zimbabwe). The data to be collected will include qualitative and quantitative data. The methods will include (but are not limited to): documentation review, FGDs, KIIs, outcome mapping. An evaluation plan will specify the methods expected to be used for each evaluation objective. Project documentation including planning/ reference documents, reports and a mid- term internal evaluation report will be made available to the evaluating team.

6.0 KEY DELIVERABLES



The consultant will be expected to produce the following set of deliverables:

1. Input to the draft evaluation plan developed by AFFORD
2. Methodology and data tools and key research questions for the evaluation to be finalised in consultation with AFFORD
3. Preliminary findings and recommendations
4. Draft evaluation report to be shared and discussed with AFFORD
5. Final evaluation report (50 pages max, excluding annexes). It should contain the following sections:

Table of contents
 List of acronyms
 Executive summary
 Overview of the context
 Organisation and DFI background
 Evaluation methodology
 Evidence- based findings (data and their analysis) and conclusions for each evaluation objective
 Final conclusion and summary
 Recommendations
 Appendix A – Terms of reference
 Appendix B – List of those interviewed

7.0 DURATION AND WORKING DAYS

This evaluation shall commence no later than 10 October 2019 and the report is expected to be finalised by 31 December 2019. This assignment will take approximately 55 working days and will include work in the UK and 4 African countries. The remuneration will be competitive and based on evaluator's experience. Below is a draft evaluation working days worksheet with preliminary deadlines.

TASKS	TIME REQUIRED
Review project documentation and meet with project team to review the evaluation process	2 days
Finalise the evaluation plan and design data collection tools	3 days
Test data collection tools	1 day
Conduct evaluation in the UK	5 days
Travel to country 1 (Nigeria)	1 day
Conduct evaluation in country 1 (Nigeria)	10 days
Travel to country 2 (Sierra Leone)	1 day
Conduct evaluation in country 2	2 days
Travel to country 3 (Zimbabwe)	1 day
Conduct evaluation in country 3	3 days
Travel to country 4 (Rwanda)	1 day
Conduct evaluation in country 4	4 days
Analyse data	7 days



Produce draft report	9 days
Presentation of draft report and discussion with project team	1 day
Edit and finalise report	3 days
TOTAL TIME REQUIRED	55 days

DEADLINES:

Shortlisting deadline: 12 September 2019

Proposed interview dates: 26-27th September

Evaluator recruitment deadline: 27 September 2019

Deadline for the final evaluation plan and data collection tools: 3rd October 2019

Start of the evaluation: 7th October 2019

The deadline for the draft report: 10th December 2019

The deadline for the final report: 31 December 2019

8.0 LOGISTICAL SUPPORT

AFFORD and its country partners will support the team with logistics, including ensuring that the team receives key documents in a timely manner; supporting with travel and accommodation; arranging meetings with the project team, and beneficiaries, providing administrative support and office space; helping to set up interviews and FGDs focus groups.

9.0 MANAGEMENT OF THE EVALUATION

The consultant is expected to work independently but also closely with AFFORD and its country partners. The evaluation will be managed by AFFORD's M&E Manager.

10.0 SKILLS AND EXPERIENCE REQUIRED

- The consultant/s should have relevant qualifications and experience in conducting evaluations of projects related to the SME sector, diaspora investment in Africa and advocacy/ policy creation
- Extensive experience (minimum 5 years) in project evaluations especially in the charity or social enterprise sectors
- Excellent understanding of SMEs in the context of developing economies, as well as diaspora investment
- Proven professional experience within the SME sector, with national and international context
- Excellent communication skills both oral and written, with strong ability to work with various stakeholders
- Proven ability to work in multi-disciplinary and multi-stakeholder teams
- Proven report writing skills (in English), with excellent research and analytical skills
- Proven ability to deliver high quality evaluation reports within tight deadlines



How to apply?

Interested candidates are invited to submit their applications, including a detailed curriculum vitae, a draft proposal with an outline evaluation approach, and a sample of a previous evaluation report to AFFORD's M&E Manager at:

Eva@afford-uk.org

Shortlisted candidates will be required to provide an input into the draft evaluation plan developed by AFFORD.

The deadline for submission of applications is 10 September 2019.