

## **Final Project Evaluation**

**UNDP 00037059 / EC 08.ACP.MOZ.014-1**

### **Enterprise Mozambique Project**

#### *Terms of Reference*

## **1. PROJECT'S BACKGROUND INFORMATION**

### *Introduction*

The European Community (EC) and UNDP signed a contribution agreement for the implementation of the action entitled “*Apoio ao desenvolvimento do Sector Privado Financiamento do apoio as PME s em Mozambique*”.

The Enterprise Mozambique project is being implemented by Enterprise Mozambique Foundation (EMF). Enterprise Mozambique Foundation is an initiative for the private sector development with leadership of CTA (Confederation of Business Associations of Mozambique) in order to build the competitiveness of existing small and medium enterprises (SMEs) in Mozambique and thereby contribute to employment and economic diversification.

The Enterprise Mozambique Foundation was created in the line of the Enterprise Africa (EA) programme of UNDP, an initiative aimed at enhancing indigenous African entrepreneurship through the development of dynamic and successful small and medium enterprises (SMEs) that can contribute to the improvement of productivity, competitiveness, creation of employment and sustainable livelihoods in the Africa region.

The Enterprise Mozambique Foundation provides business support service to SMEs tailored in a co-sharing and “hand-holding” approach, being by this way, a more affordable alternative Business Development Service provider, when compared to the other market rates.

This concept was pioneered by an umbrella organisation *Enterprise Africa*, which has successfully implemented this type of business skills transfer mechanism in a variety of African countries using the EMPRETEC<sup>1</sup> training and technical assistance modules.

### *Objectives of the Project*

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<sup>1</sup> The name **Empretec** – the Spanish acronym for emprendedores (entrepreneurs) and tecnología (technology) - was first introduced in Argentina in 1988 to describe a United Nations programme developed to assist SMEs in transitional and developing economies to grow, internationalize, and form mutually beneficial business linkages with transnational corporations.

By the end of this phase, it is expected that Mozambique will have a well-established extension of an effective Entrepreneurship Development Programme in the line of challenging the consolidation of the SMEs sector in Mozambique.

More specifically, it is expected that the following objectives have been met by the completion date of the project:

- 150 Mozambican entrepreneurs trained and business plans initiated for at least 1/3 of the trainees;
- 50 enterprises carried out significant income increase and/or expansion of existing companies;

## **2. PROJECT'S EVALUATION**

### *2.1 Overall objectives of the Evaluation*

The general objective of the evaluation is to assess the performance of the project and its impact by providing a qualitative and quantitative analysis of its strengths and weaknesses, as well as to provide with opportunities and threats that the future might bring to this type of intervention.

### *2.2. Specific objective of the evaluation*

The objectives of Project's final evaluation are as follows:

- (i) Evaluate the level of implementation of the Project in accordance with the expected objectives and performance indicators of the logical framework as contained in the Project Document;
- (ii) Analyze and evaluate the quality of the services delivered based on client satisfaction criteria;
- (iii) Analyze and evaluate the impact of the project in the beneficiary's incomes and/or their businesses
- (iv) Identify positive and/or negative aspects that occurred during the implementation of the Project and;
- (v) Analyze and evaluate sustainability of Enterprise Mozambique as service provider in a competitive market;
- (vi) Formulate recommendations to improve effectiveness and quality of the services rendered;
- (vii) Formulate recommendations to assure mission statement of EMF will be realized; and
- (viii) Take lessons learned from this initiative for future private sector development interventions.

### *Period covered*

The evaluation should cover the period from the beginning of the Project up until the evaluation phase.

### *Main aspects to be considered*

The evaluation should take into account, among other issues that the Consultant may deem to be relevant, the following aspects:

1. In general, have they met the objectives/indicators laid down in the Project Document?
2. Have the activities carried out contributed to increased income for at least 50 enterprises? (Mention concrete cases/examples if possible)
3. How do you rate the quality of the different services provided?
4. Did the project contribute to the institutional strengthening of the EMF?
5. Do the services provided by EMF correspond to the current needs of SMEs?
6. Describe the clients of EMF and how the targeting is carried out.
7. Which recommendation would you give to assure economic sustainability of the EMF?
8. Which recommendation do you formulate to improve the quality of EMF's services?
9. Which recommendation do you formulate to improve the impact of the activities of the EMF?
10. Which recommendation do you formulate to improve the targeting for clients and improve outreach activities?
11. Evaluate the administrative organization of the Project team.
12. What constraints were encountered in terms of project implementation?

In the context of the overall objectives of the evaluation, whenever possible this should provide examples/concrete cases regarding the impact of the activities, evaluate gender balance in activities carried out and take into consideration sustainability of actions/activities.

### **3. DELIVERABLES**

A comprehensive final evaluation report in English and Portuguese of maximum 50 pages (including annexes) should be submitted by 15<sup>th</sup> of May 2006.

### **4. EVALUATION METHODOLOGY**

Before the beginning of the mission, the team leader should present and discuss with EC, UNDP, CTA and the EMF an Evaluation Methodology and Work-plan that will include the tasks to be performed and meetings to be held.

Relevant documentation will be provided to the Consultant prior to the mission. The consultant will undertake a thorough review of all project documentation and reports available. The available documentation includes but is not limited to the following:

- i. EC Country Strategy Paper / National Indicative Programme of the EU in Mozambique
- ii. UNDP Country Cooperation Framework (CCF) 2002-2006
- iii. National Poverty Eradication Plan (PARPA II)
- iv. Second MDG Report

- v. Project Document
- vi. Project Progress Report
- vii. Reports of field visits
- viii. Enterprise Mozambique Planning Documents

The mission will conduct interviews with relevant project stakeholders including, but not limited to, CTA, EMF, EC Delegation, UNDP Country Office and a selection of direct beneficiaries.

The consultant will be based in Maputo but also participate in the last Workshop organised in one of the districts of Manica (13/14/15 of April). The mission will be organised by UNDP.

## **5. ORGANIZATION OF THE MISSION**

### **5.1 Composition of the Mission**

The Final Evaluation is to be conducted by a national Economist for which following criteria will be used for evaluation of CVs

- University degree in Economy, or a related field with at least 7 years of professional experience preferably in Africa;
- Proven experience in programme/project implementation and evaluation;
- Experience with the private sector in special SME development
- Familiar with Mozambique's poverty reduction strategy;
- Good understanding of general gender and development issues;
- Working experience in African countries particularly in southern Africa;
- Excellent communication skills in Portuguese and English both written and spoken.
- Availability from 13/04/2006 to 28/04/2006

### **5.2 Duration of the Mission**

The mission will be conducted from 13 to 28 of April 2006 for duration of 13 working days including report writing. The duration of the mission should take into account a half day briefing and orientation period at UNDP/EC, elaboration of standard questionnaires, desk study and analysis, field visits and interviews with project stakeholders and beneficiaries, reporting writing, half a day consultation and debriefing with UNDP/EC, and finalization of the report.

A draft report should be handed in at least 1 day prior (27/04) to the debriefing sessions (28/04) and on the basis of the feedback finalized. A final report is due by 15<sup>th</sup> of May 2006 to be submitted at UNDP Country Office in Maputo.

### **5.3 Reporting**

The consultants will conduct the mission in coordination with EC/UNDP and EMF. EMF is responsible for organizational elements of the mission, including

identification of relevant stakeholders and beneficiaries at various levels, related information sources, technical inputs and clarifications.  
The consultant is responsible for his own transport.

**NOTE:**

The Deadline for the applications is March 28, 2006. Email: [humanresources.mz@undp.org](mailto:humanresources.mz@undp.org)  
or send to Human Resources ,UNDP Maputo, Avenida Kenneth Kaunda 921.