TERMS OF REFERENCE FOR THE END OF KIJANA JIAJIRI PILOT PHASE EVALUATION
CALL FOR PROPOSALS
JUNE, 2016
1.0 PROGRAM DESCRIPTION

Kijana Jiajiri is a dedicated program to promote entrepreneurship among Tanzanian youth (aged 18-35) who would otherwise be unlikely or unable to start a business, and to provide them with the practical support they need to get started. The overall aim of the project is to support under-served young people to start or expand robust businesses, to empower themselves, and to create jobs and strengthen local supply chains and communities. These youth form an essential pipeline of development for the SME sector in Tanzania. Kijana Jiajiri has been designed to overcome unemployment challenges among youth in Tanzania by providing integrated support combining training, mentoring and access to finance. The one year Pilot Project has been carried out in three (3) regions of Tanzania: Lindi, Mtwara, and Dar-es-salaam from May 2015 - May 2016.

About Youth Business International – Responsible for overall Grant Management of this project

YBI is a global network of independent not-for-profit initiatives that each supports underserved young entrepreneurs to start and grow sustainable businesses. Members provide services relevant to the needs and gaps in their local market, from expanding awareness of entrepreneurship to helping sustainable businesses grow, based on a shared network belief that supporting underserved young entrepreneurs through integrated financial and non-financial support is central to driving economic and social development.

All YBI members subscribe to core network principles, and we are growing our network to reach increasing numbers of potential young entrepreneurs across the world. Our network approach is critical to how we achieve impact. Working collaboratively through locally based and locally owned in-country initiatives enhances the legitimacy, relevance, and effectiveness of our work. Facilitated by a London-based team, the network helps drive the scale and quality of support provided to under-served young entrepreneurs.

Tanzania Entrepreneurship and Competitiveness Center (TECC) as main implementer of Kijana Jiajiri program in association with Youth Business International (YBI) seeks the services of a skilled evaluation consultant to undertake an external evaluation of a one year pilot project namely Youth Entrepreneurship Program in Tanzania, branded as Kijana Jiajiri (meaning “youth employ yourself”) funded by the Tanzania Liquefied Natural Gas (TLNG).

1.1 Program objective

The objective of the program is to improve the livelihoods of youth through enterprise growth which will lead to increased household income and create employment for fellow youths. This is measured by the ability of youth to start a new business or expand an existing business.
1.2 Program activities

Kijana Jiajiri provides an integral package of support of training, mentoring and access to finance in three regions Lindi, Mtwara and Dar-es-salaam. This involves the following stages of activities:

1. **Outreach**
   The program is introduced to key implementing partners and stakeholders through events such as the Zinduka Kijana event. Youth participate in awareness raising activities. Target of 150 youth per center.

2. **Application and selection Process**
   Sixty-five (65) young people are selected to participate in the Kijana Jiajiri program per center. The selection process is guided by the following criteria:
   - Scores from Judges
   - The character and attitude of an entrepreneur
   - A good business idea that can be sustainable over time
   - Gender equity (40% women)
   - The ratio of 70-30 of existing to start-up businesses
   - Participation in other programs example: VETA, BDG, to give a wider representation, etc.

3. **Training**
   Training is provided through 9 sessions over a six-week period. This is to allow the youth time to practice what they have learned during the classes. Target of 50 youth completing training per center.

4. **Mentoring**
   Youth entrepreneurs are matched with volunteer business mentor. Target of 40 youth per center matched with a mentor for one year.

5. **Access to finance**
   Youth entrepreneurs are linked with financial institutions in order to access loans. Target of 20 youth per center accessing a loan.
1.3 Target Group

Young adults (18 – 35 years) that are ‘under-served’ (refers to youth with limited access to business development services, including finance, business skills and contacts), and with the potential to be an entrepreneur and with a viable business idea, but without the means to access the support needed to start in business.

- Special focus on the unemployed
- Can include graduates
- Minimum 40% women
- Non-sector specific

2.0 OBJECTIVES OF THE EVALUATION

The objectives of the evaluation are to:

2.1 Undertake an evaluation to assess the project’s:

- **Relevance** – analyse the extent to which the project activities were suited to the needs of the beneficiaries, priorities of the stakeholders and policies of the government.
- **Effectiveness** – measure the extent to which the project has achieved its intended results (outcomes and impact) or the extent to which progress toward outcomes and impacts have been achieved.
- **Efficiency** – measure how economically resources or inputs have been used to achieve results and impacts. The intervention is efficient when it uses resources appropriately and economically to produce the desired outcome and impact.
- **Sustainability** – measure the extent to which gains of the project will continue beyond the project. Assess if the relevant social, economic, political, institutional conditions are present and it there is sufficient capacity to maintain and manage the results in the future.
- **Impact** – analyse the outcomes produced by the intervention directly or indirectly, intended or unintended, in quantitative and qualitative terms. This project is a one-year Pilot and so we are not expecting long-term impacts at this point.

The evaluation should assess the above in relation to two central broad questions:

i. What changes / outcomes / achievements have taken place?
ii. How have these changes / outcomes / achievements been brought about?

Related to the above, the evaluation should consider the below questions. (Please note this list is not exhaustive and is expected to be further developed by the Evaluator and Kijana Jiajiri team.

1. To what extent has Kijana Jiajiri contributed to starting new businesses and supporting growth of existing businesses among KJ beneficiaries?
2. To what extent have the youth benefited from the program through the three components of Kijana Jiajiri: Training, Mentoring, and Access to finance.

3. To what extent has the program improved the economic, social and attitudinal impact of entrepreneurs? What are the wider implications for beneficiaries’ households and communities? Has there been an increase in assets / investment / personal income and savings?

4. Has the KJ program equipped young people with the entrepreneurial knowledge and skills to start/grow a business?

5. Has the program led to the change in the mindset of the beneficiaries?

6. Were their specific challenges for female program participants in trying to start or grow a business? What were these challenges and were they overcome? How? If not, how could this be changed?

2.2 Focus on learning and provide recommendations for future improvements

Since this was a Pilot project, the evaluation should focus strongly on learning and provide recommendations for future improvements. The learnings from this evaluation will feed into future plans for expansion and scale-up of Kijana Jiajiri across the country. The learnings and recommendations from this pilot program will be also inform other projects and programs across the YBI network, where relevant. The recommendations should speak to the central questions outlined above, and in particular, how activities could be adapted to better meet the needs of the target beneficiaries and objectives of the program.

3.0 METHODOLOGY

The evaluation should consist of:

3.1 Development of an evaluation approach and data collection tools / methods

This should include:-

- Detailed time line and work plan
- Outline of any proposed changes to the scope of the evaluation
- Key learning questions
- List of stakeholders to be consulted The consultant should plan to include the following groups of stakeholders in the evaluation:
  i. Project beneficiaries from all three regions: Lindi, Mtwara and Dar-es-salaam.
  ii. Implementing Partners SIDO which provides training on entrepreneurship skills to youth and TCCIA which deals with mentorship program.
  iii. The donor, Tanzania Liquefied Natural Gas (TLNG).
3.2 Review of project documentation

Review of archived material related to the project. This could include, quarterly reports, the original project proposal document, the basic ‘Theory of Change’, all relevant project records and data, training materials etc. This information will be provided to the evaluator by TECC team and YBI.

3.3 Field Visits

Field visits will take place in all three regions Lindi, Mtwara, and Dar-es-salaam and should include an agreed sample of beneficiaries and stakeholders. Field visits are expected to require between 1-2 weeks, depending on design of data collection methods.

4.0 DELIVERABLES

4.1 Deliverables should include the following

   a) Presentation of preliminary findings
   a) Draft evaluation report written in English
   b) Final evaluation report in soft and hard copy.

5.0 CONTRACT AND REPORTING DETAILS

5.1 Type of contract

This is a fixed-price contract to include all activities and deliverables listed above. Maximum budget available is USD 10,000. This needs to include travel and accommodation expenses in all three regions Lindi, Mtwara and Dar-es-salaam. The budget must be inclusive of VAT and all other applicable taxes and charges.

5.2 Reporting

The consultant will report to the YBI Evidence and Learning Manager for evaluation deliverables, and to the TECC Director for all issues related to in country logistics and field work.

6.0 BIDDER AND PROPOSAL REQUIREMENTS

6.1 Preference will be given to applicants with the following:

- At least a Master’s degree, in business management, economics, and entrepreneurship.
- Proven experience in evaluations, including 5 years working experience in leading and undertaking evaluations.
- Demonstrated understanding of market development and/or entrepreneurship thinking and best practice.
- Knowledge of evaluation of capacity building activities.
- Good communication skills in spoken and written Kiswahili and English.
- Ability to produce well written, analytical reports in English.
- Both quantitative and qualitative data collection and analysis skills.

### 6.2 Candidates will only be considered if they submit ALL of the following:

- **A technical proposal.** Proposals should be no longer than 5 pages, (excluding CVs, budget and example piece of work). Proposals should include, short overview of how the candidate meets the qualifications, experience and skills requirements (no more than one page)
- An up-to-date CV – **maximum 3 pages in length**
- An example report/piece of written work
- Detailed budget – including projected travel and in-country accommodation and subsistence costs. Please note that costs should only cover the expenses directly connected with the work for example the budget should not include purchase of equipment, rental of office space etc.

### 6.3 Indicative schedule of activities

The evaluation is expected to be undertaken before the end of October, 2016.

Applications for this consultancy should be emailed to sophia.greeley@youthbusiness.org by **9am (UK British Summer Time) on Thursday 30 June**, with “Kijani Jiajiri Evaluation” in the subject line.

An indicative timeline for the evaluation is provided below:

<table>
<thead>
<tr>
<th>TASK</th>
<th>PERIOD</th>
<th>LOCATION</th>
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<tbody>
<tr>
<td>Meeting with Kijana Jiagiri implementers</td>
<td>12th July 2016</td>
<td>TECC office in Dar-es-salaam</td>
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<tr>
<td>Review of project documentation</td>
<td>18th – 22nd July 2016</td>
<td>TECC office in Dar-es-salaam</td>
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<tr>
<td>Field work</td>
<td>1st – 12th August 2016</td>
<td>Dar-es-salaam, Lindi and Mtwara</td>
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<tr>
<td>Presentation of preliminary findings</td>
<td>26th August 2016</td>
<td>TECC office in Dar-es-salaam</td>
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<tr>
<td>Submission of draft evaluation report</td>
<td>5th September 2016</td>
<td>TECC office in Dar-es-salaam</td>
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<tr>
<td>Final report submission</td>
<td>16th September 2016</td>
<td>TECC office in Dar-es-salaam</td>
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**Additional Information:**

Together NEEC and TECC have established a new national programme KIJANA JIAJIRI (in English known as Youth Business Tanzania, YBT), and YBI support this through global knowledge, technical assistance, access to international partners and platforms.

TECC is a public private academia partnership (PPAP) as foreseen in the MKUKUTA II implementation arrangement, to create knowledge economy with skilled manpower and entrepreneurs and support local economic development through Public Private Partnership.

NEEC is a national apex institution that oversees the implementation of empowerment initiatives in Tanzania. It is a strategic leader in facilitating, coordinating and monitoring the implementation of empowerment initiatives aiming at guiding Tanzanians to a strong national economy through an encouraging business environment and fair economic participation.