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UNITED NATIONS INDUSTRIAL DEVELOPMENT ORGANIZATION

Project TF/MOZ/07/003 - "Entrepreneurship development of the youth"

Terms of Reference
Independent End Evaluation of Project

I. BACKGROUND

UNIDO project "Entrepreneurship development for the youth" (TF/MOZ/07/003), funded by the Government of Norway, has been supporting the Ministry of Education in introducing entrepreneurship as a discipline in secondary schools since 2007. The project document was signed in June 2007, following a pilot experience in Cabo Delgado province (also funded by Norway). The UNIDO project will come to an end in June 2013 and it is expected that national capacities will fully take over the process of finalizing the introduction of ECP in all schools with their capacities.

Counterparts

The main counterpart is the Ministry of Education, through the National Institute for Educational Development (INDE) and the National and Provincial Directorates of Education in Mozambique.

Main objectives, outcomes, main outputs

The project development objective is to develop human resources with practical productive skills that will contribute to sustainable and broad growth of small and medium enterprises with improved productivity.

The project immediate objective is to assist the Ministry of Education in introducing the entrepreneurship curriculum program in all the secondary schools. *The target indicator is that by the end of the project, Entrepreneurship Notions will have been successfully introduced in 381 schools throughout the country*

Output	**Output indicators**
National capacities established for the introduction and implementation of the discipline Entrepreneurship Notions in the National System of the General Secondary Education and the Technical, Vocational and Professional Education	*(1) National standard entrepreneurship teaching materials and instructor's manuals designed* *(2) Capacity of instructor-training institutions developed to produce the ECP instructors* *(3) Capacity of instructors developed to effectively teach entrepreneurship* *(4) Operational provincial technical working groups and schools to monitor and manage the ECP implementation.*

Main activities and current progress:

The project has built technical capacities of various entities of the Ministry of Education to develop, manage and monitor the implementation of the Entrepreneurship Curriculum Programme, in particular National Institute for Educational Development (INDE), the National and Provincial Technical Working Groups established by the Ministry, the National Directorate for Secondary Education (DINES) and the Pedagogical University (UP). Entrepreneurship has been introduced as a discipline in 255 schools in Mozambique nationwide and still expanding.

Entrepreneurship is taught in 9th and 10th grade (1st cycle) as obligatory stand alone subject, and in 11th and 12th grade (2nd cycle) on optional basis. Teaching is practical and learner centred, and with exposure to real private sector operations and application of contents in business, community or school context. The discipline aims at promoting the development of entrepreneurial skills and to equip the youth with the necessary tools to identify business opportunities in their community and to elaborate business plans in order to start up their own business activity. Entrepreneurship education is expected to foster the development of a dynamic and innovative private sector, thereby contributing to the creation of employment and poverty reduction.

The first group of youth graduated from a full cycle of ECP in 2008. Until 2011, a total number of 52,300 have graduated from the entrepreneurship subject (10th and 12th grades). Currently, there are 240,000 taking the entrepreneurship subject in 255 schools. 1,521 teachers of 303 schools nationwide have been trained to teach the subject so far, and 255 instructors of the Pedagogic University campuses are trained to train pre-service teachers. The Ministry of Education is preparing for the full roll out under their responsibility based on an assessment of the development and implementation so far and with the capacities created.

The project is focusing on the consolidation of the national and provincial capacities by coaching National and Provincial Technical Working Groups in teacher training, teacher on site support, monitoring and evaluation, consolidating capacities of provincial delegations of the Pedagogical University for pre-service teacher training and implementation of an impact study and consultation process.

Prior evaluations:

The project has been evaluated by Norway in 2010 as well as by UNIDO in the context of a country evaluation. A thematic evaluation on contributions to MDGs included also an analysis of the project.

Budget information:

Project No.	Total Allotment (US$)	Total Expenditure (US$)	% Implementation	Donor	Remark
TF/MOZ/07/003	2,434,466.92	2,234,533.81	91.7%	Norway	Expected implementation rate by end r 2012: 95 %

Source: Agresso, 4 December 2012

II. Purpose of the evaluation

The purpose of the independent evaluation is to enable the Government, the donor and UNIDO to:

(a) Assess the effectiveness of the project, i.e. the extent to which the outputs were produced and outcomes achieved as compared to those planned

(b) Assess the prospects for sustainability, i.e. the extent to which the positive effects of the project will continue after the external assistance has concluded.

(c) Assess the efficiency of implementation: quantity, quality, cost and timeliness of UNIDO and counterpart inputs and activities.

(d) Assess the relevance and prospects of development impact, including contributions to rural entrepreneurship development and gender equality.

(e) Provide an analytical basis for recommendations for the Government's post-project strategy and actions, and policy implications.

(f) Draw lessons of wider application for the replication of the experience gained in this project in other projects/countries.

The evaluation will be able to draw on findings of an impact study and will be conducted in April/ May 2013 for the final report to be presented in June 2013.

Annex 1 provides guidelines to facilitate the assessment of the above mentioned dimensions of the project; Annex 2 provides an outline for the report.

IV. METHODOLOGY

The evaluation will use a mixed method approach, collecting and analysing information from a range of sources. The evaluation will encompass the following steps:

1. Document review

A desk review of different sets of documents will be carried out as a first step; it will include:

- Review of the project document.
- Review progress reports, work plans, technical reports
- Review of three evaluation reports.
- Review of recent literature and publications on Mozambique's country context and on entrepreneurship development.
- Documents on strategies and programmes of other development cooperation agencies active in this field.
- Preliminary findings of an impact study (to be available in April 2013).

2. Review of the intervention logic of the programme

Based on the desk review the lead evaluation consultant will analyse the *intervention logic (or "theory of change (TOC)")* of the programme (see also Annex 4). This will map out how inputs and activities will (or should have) logically led to outputs, outcomes and impacts. This will enable the evaluation to determine in how far the design of the programme is adequate for the country's development needs.

3. Interviews and field visit

UNIDO staff, experts

- Semi-structured interviews with UNIDO project managers in Vienna (by phone/ skype), UNIDO Head of Operations in Maputo
- Semi-structured interviews with UNIDO project staff and counterparts and site visits in three project sites: Maputo, Nampula, Beira.

Donor representatives

- Semi-structured interviews with NORAD representatives in Oslo.
- Semi-structured interview with representatives of the Norwegian embassy in Maputo.

Counterparts and beneficiaries

- Semi-structured interviews of key staff in the Ministry of Education
- Focus group discussions with final beneficiaries
- Semi-structured interviews with private sector representatives (e.g. associations)

4. Presentation of preliminary findings

The evaluation team will present preliminary findings to a final Steering Committee meeting in June, for consultation and feedback prior to finalizing the report.

V. EVALUATION TEAM and TIMING

The evaluation will be conducted by one independent international evaluation consultant acting as team leader and one national evaluation consultant . Job descriptions are attached.

UNIDO evaluation group will be responsible for the quality control of the evaluation process and report. It will provide inputs regarding findings, lessons learned and recommendations from other UNIDO evaluations, ensuring that the evaluation report is useful for UNIDO in terms of organisational learning (recommendations and lessons learned) and its compliance with UNIDO evaluation policy and these terms of reference.

All consultants will be contracted by UNIDO. They will be jointly selected by UNIDO, NORAD and the Ministry of Education. The tasks of each team member are specified in the job descriptions attached to these terms of reference. The members of the evaluation

team must not have been directly involved in the design and/or implementation of the project.

The project manager will support the evaluation team by liaising with counterparts and preparing the evaluation missions.

The evaluation is scheduled to take place over a period from April to June 2013.

- Desk review of documents and telephone interviews would be conducted in April 2013 and result in an inception report (see below) by 30 April 2013.
- Field visit for information collection will be in May 2013 to three locations (Maputo-Beira-Nampula: 12 days)
- Presentation of preliminary findings during ½ day meeting in Maputo, to be organized jointly by the UNIDO office, Ministry of Education and the Embassy of Norway (2 days Maputo, May/June 2013).
- The report will be elaborated during May 2013 and a draft version of the evaluation report should be submitted by 30 May 2013 for review and comments.
- Thereafter, the report will be finalized and published.

VI. REPORTING

Inception report: After the evaluation team has been constituted and a first set of interviews and review of key documents has been carried out and before the other evaluation activities start (including especially the field visits), the team leader will present an inception report, in which the evaluation approach outlined here is operationalised.

The main deliverable of the evaluation exercise is the final report with an executive summary. The report should cover the key evaluation issues outlined in section III. It should describe the methodology used and highlight any methodological limitations, identify key concerns and present evidence-based findings, conclusions, recommendations and lessons learned.

The evaluation report shall follow the structure given in annex 2. Reporting language will be English. The executive summary will be in Portuguese and English.

Presentation of preliminary findings: At the end of the field visit, a ½ day workshop will be organized to present the preliminary findings for consultation to the main stakeholders.

Review of the Draft Report: A draft report will be shared with the UNIDO Project Managers for initial review and consultation by 30 May 2013. They may provide feedback on any errors of fact and may highlight the significance of such errors in any conclusions. The evaluators will take the comments into consideration in preparing the final version of the report.

Quality Assessment of the Evaluation Report: All UNIDO evaluations are subject to quality assessments by UNIDO Evaluation Group (ODG/EVA). These apply evaluation quality assessment criteria and are used as a tool for providing structured feedback. The quality of the evaluation report will be assessed and rated against the criteria set forth in the Checklist on evaluation report quality (Annex 5).

Annex 1

Guiding questions/ criteria for assessment:

Relevance

- How aligned are the project objectives to the Government's strategies and policies?
- Is the project relevant to the needs and priorities of the target group and beneficiaries? What benefits are generated via the project?
- Specifically, what is the relevance with respect to rural entrepreneurship development and gender equality?

Effectiveness

- Have the outputs been produced as planned?
- Are the outputs being used by the target population? Do users consider the outputs useful?
- Have the main outcomes (improved access of policy makers to know-how and increased level of investments) been achieved or are they likely to be achieved?
- How is UNIDO adding value to the project?

Impact and sustainability

- Which long-term developmental changes (economic, environmental, social) have occurred or are likely to occur via the introduction of Entrepreneurship Curriculum Programme?
- To what extent has the project generated co-financing from the host country? Is co-financing ensured for the time period after project closure?
- To what extent do the national counterparts assume ownership of the Entrepreneurship Curriculum Programme and have the capacities and willingness to continue?
- To what extent does the project contribute to the objective of poverty reduction, competitive broad based growth of small and medium enterprises and employment creation?
- Have there been any unintended (positive or negative) effects of the project?

Efficiency of implementation

- Were UNIDO and counterpart inputs provided as planned?
- Were the activities carried out by the Observatory within the foreseen timeframe? Were there any delays? If yes, what led to the delay(s)?
- Have project management and implementation modalities been adequate?
- Have recommendations of previous evaluations be followed up?

Annex 2

Template of in-depth evaluation reports

I. Executive summary

- Must be self-explanatory
- Not more than five pages focusing on the most important findings and recommendations
- Overview showing strengths and weaknesses of the project

II. Introduction

- Information on the evaluation: why, when, by whom, etc.
- Information sources and availability of information
- Methodological remarks and validity of the findings
- Project summary ("fact sheet", including project structure, objectives, donors, counterparts, timing, cost, etc)

III. Country and project context

This chapter provides evidence for the assessment under chapter VI (in particular relevance and sustainability)

- Brief description including history and previous cooperation
- Project specific framework conditions; situation of the country; major changes over project duration
- Positioning of the UNIDO project (other initiatives of government, other donors, private sector, etc.)
- Counterpart organisation(s); (changes in the) situation of the

IV. Project Planning

This chapter describes the planning process as far as relevant for the assessment under chapter VI

- Project identification (stakeholder involvement, needs of target groups analysed, depth of analysis, etc.)
- Project formulation (stakeholder involvement, quality of project document, coherence of intervention logic, etc.)
- Description of the underlying intervention theory (causal chain: inputs-activities-outputs-outcomes)
- Funds mobilization

V. Project Implementation

This chapter describes what has been done and provides evidence for the assessment under chapter VI

- Financial implementation (overview of expenditures, changes in approach reflected by budget revisions, etc.)
- Management (in particular monitoring, self assessment, adaptation to changed circumstances, etc.)
- Outputs (inputs used and activities carried out to produce project outputs)
- Outcome, impact (what changes at the level of target groups could be observed, refer to outcome indicators in prodoc if any)

VI. Assessment

The assessment is based on the analysis carried out in chapter III, IV and V. It assesses the underlying intervention theory (causal chain: inputs-activities-outputs-outcomes). Did it prove to be plausible and realistic? Has it changed during implementation? This chapter includes the following aspects:

- Relevance (evolution of relevance over time: relevance to UNIDO, Government, counterparts, target groups)
- Ownership
- Efficiency (quality of management, quality of inputs, were outputs produced as planned?, were synergies with other initiatives sufficiently exploited? Did UNIDO draw on relevant in-house and external expertise? Was management results oriented?)
- Effectiveness and impact (assessment of outcomes and impact, reaching target groups)
- Sustainability including post-project follow up
- If applicable: overview table showing performance by outcomes/outputs

VIII. Recommendations

- Recommendations must be based on evaluation findings
- The implementation of the recommendations must be verifiable (indicate means of verification)
- Recommendations must be actionable; addressed to a specific officer, group or entity who can act on it; have a proposed timeline for implementation
- Recommendations should be structured by addressees:
  - UNIDO
  - Government and/or Counterpart Organisations
  - Donor

IX. Lessons learned

- Lessons learned must be of wider applicability beyond the evaluated project but must be based on findings and conclusions of the evaluation

Annex 3.1

JOB DESCRIPTION

Post title International Evaluation Consultant; **Team Leader**

Duration 30 work days over 2 months

Project "Entrepreneurship development for the youth"

Entry on Duty Date 15 April 2013

Duty station Home-based (15 days) with travel to Mozambique (15 days)

Duties

The consultant will carry out an in-depth evaluation of the above mentioned UNIDO project in accordance with the Terms of Reference (TOR).

Duties	**Duration** (w/days)	**Location**	***Results***
Study programme and project documentation including progress reports and documentary outputs of the project and relevant entrepreneurship research.	3 days	Home base	List of issues to be clarified ; first draft of chapters on project design
Prepare evaluation mission programme: liaise with the UNIDO project manager in Vienna and UNIDO office in Maputo to set up meetings/interviews	2 days	Home base	Mission programme reflects evaluation priorities
Prepare and conduct phone/skype interviews with UNIDO project managers and NORAD representatives	2 days	Home base	Information gathered on issues specified in TOR
Conduct field visit: carry out meetings, visits and interviews of stakeholders according to the mission programme.	15 days	Mozam-bique.	Information gathered on issues specified in TOR
Draft main preliminary conclusions and recommendations and discuss them with project staff, counterparts, stakeholders.			Draft conclusions and recommendations
Present preliminary findings and recommendations to UNIDO project manager, UNIDO Evaluation Group, NORAD Oslo. Fill information gaps (phone/skype; request additional	1	Home base	Feedback from project manager , UNIDO Evaluation Group and NORAD, information gaps filled

documents/ reports as necessary).			
Prepare the draft evaluation report according to TOR.	4 days	Home base	Draft report prepared and sent to UNIDO ODG/EVA
Review feedback received on draft report and prepare final evaluation report.	3 days	Home base	Final evaluation report submitted to ODG/EVA
Total	**30 days**		

Qualifications

- advanced university degree in a field related to industrial and private sector development;
- extensive knowledge and experience in the field of evaluation of technical cooperation;
- knowledge and experience in the work of UN agencies

Language: English; Portuguese

Impartiality: According to UNIDO rules, the consultant must not have been involved in the preparation, implementation or supervision of the project subject to this evaluation.

Annex 3.1

JOB DESCRIPTION

Post title National evaluation consultant

Duration 2 months

Project "Entrepreneurship development for the youth"

Entry on Duty Date 15 April 2013

Duty station Maputo, Mozambique with travel within the country

Duties: As a member of the evaluation team and under the supervision of the evaluation team leader, the consultant will participate in the evaluation according to the Terms of Reference attached. He/she will be a member of the evaluation team. In particular, he/she will be expected to carry out duties below in coordination and consultation with the evaluation team leader:

Duties	**Duration** (w/days)	**Location**	***Results***
Collect and study programme and project documentation including progress reports and documentary outputs of the project and relevant entrepreneurship research	2 weeks	Mozambique	List of issues to be clarified ; first draft of chapters on project design
Prepare evaluation mission programme: liaise with UNIDO office in Maputo and project offices as well as counterparts to set up meetings/interviews	1 week	Mozambique	Mission programme reflects evaluation priorities
Participate and support field visit of evaluation lead consultant: carry out meetings, visits and interviews of stakeholders according to the mission programme.	2 weeks	Mozambique	Information gathered on issues specified in TOR
Assist in drafting main preliminary conclusions and recommendations and discuss them with project staff, counterparts, stakeholders.	1 week	Mozambique	Draft conclusions and recommendations
Assist in filling information gaps as necessary and preparation of draft evaluation report according to TOR.	1 week	Mozambique	Draft report prepared and sent to UNIDO evaluation group
Review feedback received on draft report and prepare final evaluation	2 weeks	Mozambique	Final evaluation report submitted to UNIDO

report.			evaluation group
Total	**2 months**		

Qualifications

- advanced university degree in a field related to industrial and private sector development;
- extensive knowledge and experience in the field of evaluation of technical cooperation;
- knowledge and experience in the work of UN agencies

Language: English; Portuguese

Impartiality: According to UNIDO rules, the consultant must not have been involved in the preparation, implementation or supervision of the project subject to this evaluation.

Annex 4

Checklist on evaluation report quality

Report quality criteria	UNIDO Evaluation Group Assessment notes	Rating
A. Did the report present an assessment of relevant outcomes and achievement of project objectives?		
B. Were the report consistent and the evidence complete and convincing?		
C. Did the report present a sound assessment of sustainability of outcomes or did it explain why this is not (yet) possible?		
D. Did the evidence presented support the lessons and recommendations?		
E. Did the report include the actual project costs (total and per activity)?		
F. Quality of the lessons: Were lessons readily applicable in other contexts? Did they suggest prescriptive action?		
G. Quality of the recommendations: Did recommendations specify the actions necessary to correct existing conditions or improve operations ('who?' 'what?' 'where?' 'when?)'. Can they be implemented?		
H. Was the report well written? (Clear language and correct grammar)		
I. Were all evaluation aspects specified in the TOR adequately addressed?		
J. Was the report delivered in a timely manner?		

Rating system for quality of evaluation reports
A number rating 1-6 is used for each criterion: Highly Satisfactory = 6, Satisfactory = 5, Moderately Satisfactory = 4, Moderately Unsatisfactory = 3, Unsatisfactory = 2, Highly Unsatisfactory = 1, and unable to assess = 0.