

Mid Term Review- Innovation in Enterprise Development and Job Creation (InElam)

1. Background of the Project

Elam project of HELVETAS Nepal was initiated in 2003 in the Tarai of the Central Development Region initially focusing on off-farm job creation and enterprise development. In 2006, the project expanded to the Tarai of the Far Western Development Region by adding farm-based enterprise development components for job creation and livelihood improvement of the disadvantaged groups in the name of Elam Plus. In 2012, Elam and Elam Plus projects were merged to become a single project with the mandate of business exploration, innovation, product development and testing for local resource-based enterprise development and job creation by considering scaling up opportunities and business sustainability. Proven and successful practices of Elam and Elam Plus were taken up in the new Elam project by following an MSD approach in 2013. This first phase of Elam lasted from 2013 to 2016, followed by a second phase from 2017 to 2020, and is now known as InElam (Innovation in Enterprise Development and Job Creation) in its third phase (2021-2024).

Helvetas' InElam focuses on promising value chains based on local resources identified through surveys such as Area Potential Survey (APS), Rapid Market Appraisal (RMA), and Sub-Sector Assessment (SSA). It then localizes the required business services via Enterprise Service Providers (ESP)- facilitating local entrepreneurs to pilot and test the products, assisting the entrepreneurs to develop market linkage, and increasing access to finance. Successfully tested opportunities were then expanded by private sector. It facilitates the localization of business services to increase the investment of private sector in local resource-based enterprises, private sector led advocacy for business conducive environment, and encouraging innovations in enterprise.

The InElam impact hypothesis envisages that If innovative local resources-based business opportunities including technology, product, model, and approach are identified and piloted then private sector entrepreneurs will adopt and adapt them according to the local needs If private sector actors have the capacity to influence their associations/chambers and engage with the government at all level (federal, provincial, and local) in creating an enabling business environment, then business friendly environment for local resources-based enterprises will be created for scaling up if business services are localized and if product competitiveness is enhanced through strengthening value chains, then private sectors including individual entrepreneurs, returnee migrants, financial institutions, and corporate houses will increase the investments in proven local resources-based enterprises (especially micro and small enterprises) and create jobs thus, women and men especially from disadvantaged groups will have employment opportunities at local level and thus derive dignified livelihood. The overall goal of InElam is to generate self-employment opportunities and job creation for disadvantaged women and men to attain dignified livelihood.

2. Objectives of the assignment

InElam has significantly contributed for enterprise development and gone through considerable changes since it was first piloted in 2003. The purpose of this terms of reference (ToR) is to review and document the learnings gained during the current phase (as well as retrospectively examining previous phases where relevant), assess its accomplishments and strategic direction, document

and identify effective methods for sharing its insights, and provide precise, specific, and measurable recommendations for the remaining phase.

The key focus of the review should be on two key objectives:

Objective 1: To assess the extent to which Elam/ InElam's approaches and current strategic orientation are relevant and effective to contribute for the delivery of its stated objectives and goals.

Objective 2: To assess project progress and effectiveness, and to analyze how the project's achievements and learnings can be capitalized for future orientation within and beyond the project to deliver results more effectively.

Through this lens, the review team will seek to address the following specific objectives:

- a. Assess the implementation of the project to date, identifying factors affecting project implementation (positively and negatively). If necessary, propose revisions to the expected level of achievement of the objectives and corrective actions the project could take for achieving systemic changes;
- b. To what extent have gender equality and the empowerment of women and DAG been addressed in the design, implementation and monitoring of the project?
- c. Analyze and assess, in particular, if and how the market systems development (MSD) approach has been understood, applied, adhered to and made successfully use of in the design and implementation of the project;
- d. Analyse the implementation strategies of the project with regard to their potential effectiveness in achieving the project outcomes and impacts, including expected results as per the logframe;
- e. Assess how the project is positioned within the landscape of government, and private sector/ market development in the country in the new federal set up
- f. Assess the extent to which the project has made use of potential linkages for synergies and leveraging fund for enterprise development and document best practices related to the same;
- g. Assess and review the extent to which Elam/InElam has facilitated the emergence of innovations in technology and business models for enterprise development, monitoring their advancement, and identifying Elam's potential role in scaling up these innovations or providing support for new ones.
- h. Examine if the progress so far can lead to systemic effects in this phase of the project or near future.
- i. Are there any financial risks that may jeopardize the operation and sustainability of the project results?
- j. Provide strategic recommendations for the different key stakeholders to improve implementation of the project activities and attainment of project objectives.
- k. Provide strategic recommendations to the project team/ HELVETAS on the way forward by identifying the stepping-stones needed for the remaining phase of the project and for future projects.

Methodology

The reviewer(s) is expected to use mixed methods, including but not limited to:

- Review of relevant documentation from the project (as well as other projects of similar nature;
- Interviews and meetings of key stakeholders across both the working provinces;
- Field visits and onsite validation of key achievements and interventions.
- Other methods may be proposed as needed and as project resources allow, e.g. surveys or focus group discussion.

The link between review questions, data collection, analysis, findings and conclusions must be clearly made and set out in a transparent manner in the presentation of the review findings. Conclusion and recommendations should be underpinned by the presented evidence.

3. Time Frame

The review will take place from mid-May to mid-June 2023. The number of days for completing the assignment is estimated at 25 working days including preparation, field visits, finalizing the report and debriefing. The time allocation is proposed as follows:

Activities	No. of days
Review of relevant documents; preparation of interviews/ discussion and writing methodology	3.0 days
Inception report Draft and Finalization with Helvetas: Methods, Structure of the report, checklist for FGD/ KII/ IDI, timeline, etc.	2.0 days
Field Visits; interviews and Focus Group Discussions with Regional Enterprise Development Coordinators, partners, Enterprise Service Providers, Local Resource Persons, lead farmers, provincial and local government representatives and other relevant stakeholders suggested by the project	10.0 days (5 days in each province)
Data Analysis and Report Writing	3.0 days
Consultations with HELVETAS Nepal relevant staff (Team Leader, Finance/ Administrative Officer, KM&M Officer, Country Director, Program Development Coordinator etc.)	2.0 days
Report Writing	3.0 days
Presentation of the draft report and debriefing to Country Office	1.0 day
Finalizing of report after incorporating comments and feedback	1.0 days
Total	25.0 days

4. Qualification of the Reviewer (s)

InElam/ Helvetas seeks a reviewer with extensive experience in assessing change in complex market systems and knowledge in the relevant fields. The Consultant must possess the following competencies.

- At least ten years of experience as a reviewer/ evaluator with demonstrated qualitative as well as quantitative data collection and analysis skills with proven experiences of conducting review studies of similar nature

- Proven experience in the field of value chains, Market Systems Development (MSD), private sector investment, enterprise development, and enterprise ecosystem (preferably in the working provinces of InElaam)
- Excellent analytical skills and demonstrated experience in managing/ reviewing similar multistakeholder projects
- Strong writing skills in English/ advanced university degree in the field of Business Development/ Economics/ Development Studies/ Agriculture or other relevant field
- Ability to work independently
- Excellent written communication skills in English and a good command over written Nepali language is a must

6. Budget

Interested consultants are requested to send a **financial proposal** (as per the attached template for financial proposal) with the **resume** of the respective human resources. Interested consultants/ firms are also required to send their PAN/ VAT Certificate (if applicable).

The selected consultant will receive 40 percent of the payment immediately after signing the contract and the remaining 60 percent will be transferred after completion of the assignment.

Interested parties are requested to send the proposal in given formats along with the requested legal documents to km.np@helvetas.org latest by 17 May 2023.

Annex 1: Format for Financial Proposal

S.N	Particulars	Unit	Quantity	Rate	Total
1.	Human Resource				
	Lead Consultant	Days			
2.	Travel				
	Transportation				
	DSA (including food)				
	Accommodation	Days			
3.	Communication	Lump sum			
5.	Stationery (including photocopy and printing)				
	Sub-total				
	VAT				
	Grand Total				
	Grand Total (in words)				