

Terms of Reference For

FINAL EVALUATION OF THE LIWAY PROGRAMME IN ADDIS ABABA

Project Name	Expanded LIWAY	SAP No. (budget line)	SP1878-2.01.02.04
Organizer (SNV staff name)	Mahlet Yohannes and Gezahegn Bekele		
Place/s of the activity	At SNV Ethiopia, the assignment may involve two or three regional cities, in addition to the selected partners and beneficiaries in Addis Ababa.		
Duration	Start Date: April 25 th , 2026	End Date: May. 20 th , 2026	
Request date	March 11, 2026		
Background	<p>The Livelihoods Improvement for Women and Youth (LIWAY), an eleven-year programme (July 2017 to December 2028) funded by Sweden and from July 2022- June 2026 funded by the Embassy of the Kingdom of the Netherlands. The programme is implemented by a consortium of partners comprised of SNV Netherlands Development Organisation (consortium lead), and Mercy Corps. LIWAY aims to contribute to sustainable poverty reduction and social stability in Addis Ababa by increasing incomes through improved wage and self-employment opportunities, primarily for poor women and youth. The objective is to increase incomes of 400,000 poor people in Addis Ababa, of which at least 200,000 (50%) are women (young and adult) via a well-functioning Market System Development (MSD) program implementation approach.</p> <p>The LIWAY programme works in four interrelated market systems-Labor, Micro and Small Enterprises (MSE), Medium and Large Enterprises (MLE) and skills which were selected based on their relevance to poor women and youth, the opportunity for positive impact, and the feasibility of intervention. Each system is interrelated and fosters structural transformation engaging public and private market actors/agents to make the system work better for the target groups (Women and Youth).</p> <p>LIWAY follows a market system development (MSD) approach, identifying root causes of market failures that exclude disadvantaged or poor women and youth from wage and self-employment opportunities. It also identifies private and public institutions capable of driving change Intervention areas¹ are derived from relevant supporting functions tailored to the needs of women and youth.</p> <p>This Term of Reference is prepared by the lead consortium partner (SNV) for EKN's no-objection to conduct final independent evaluation of the LIWAY programme as per the grant agreement.</p>		
Purpose And Intended Use of the Final Evaluation	<p>The purpose or intended use of this final evaluation of the Expanded LIWAY programme is to help the Embassy of Kingdom of the Netherlands and its implementing partners to:</p> <ul style="list-style-type: none"> • assess progress of the on-going intervention of the LIWAY programme to learn what works well and less well. The evaluation will be used to inform decisions on how project implementation may be adjusted and improved; and 		

¹Intervention Area is a strategic focus within the market system where a program chooses to act in order to stimulate systemic change that benefits the target population.

	<ul style="list-style-type: none"> • to assess progress of the portfolio of projects/programmes to inform strategic decision making. • Assess performance and systemic change of the LIWAY program against theory of change. <p>The primary intended users of the evaluation are:</p> <ul style="list-style-type: none"> • the project management team of the LIWAY programme • the LIWAY programme consortium partners, and • the Embassy of kingdom of the Netherlands in Addis Ababa.
<p>Purpose of the Assignment</p>	<p>2.1. General Objective</p> <p>The overall objective of this final evaluation is to assess the market system diagnostic, intervention development and key achievements of the implementation period of the Expanded LIWAY interventions (covering the period starting July 2022 through March 2026).</p> <p>The consultant should assess the intervention based on OECD/DAC criteria for evaluating development assistance. Use the link below to access the guideline. guidelines for evaluating the impact of market systems programmases.pdf (beamexchange.org).</p> <p>2.2. Specific Objective of the Assignment</p> <p>Specific objectives of the final evaluation aim to address the following:</p> <ul style="list-style-type: none"> • Evaluate the Efficiency and Effectiveness of the Expanded LIWAY as per the agreed terms of contract for the permanency period. • Evaluate the Relevance of Expanded LIWAY in addressing the underlying constraints identified and contributing to system change. • Formulate recommendations on how the prime implementing partner (SNV) and consortium partner can improve and adjust implementation on ongoing and similar MSD projects.
<p>Key Questions</p>	<p>Relevance: Is the intervention doing the right thing?</p> <ul style="list-style-type: none"> • To what extent has the intervention objectives and design responded to addressing the underlying constraints identified and are they contributing to system change, and have they continued to do so if/when circumstances have changed? • To what extent the intervention objectives and design aligned with government key priorities? • To what extent intervention objectives and design have created synergies with other programmes with similar objectives? • To what extent have lessons learned from what works well and less well been used to improve and adjust intervention implementation? <p>Effectiveness: Is the intervention achieving its objectives?</p> <ul style="list-style-type: none"> • To what extent has the intervention achieved, or is expected to achieve, its objectives, and its results, including any differential results across groups including both intended and unintended results? • To what extent are the market systems diagnosis and interventions development, implementation effective for addressing systemic constraints affecting the target groups and the priority market system? • To what extent, are the designed new products, processes, and business models changing the market actors’ practices, behaviour, and satisfaction?

	<ul style="list-style-type: none"> • To what extent has the programme had a catalytic role and supported incentives for market actors (private and public implementing partners) to participate in the market system changes? • If so, what are the private/public implementing partners' commitment in co-investment and participating in demonstrating interventions and system changes? To what extent did these implementing partners contribute to the objectives and the effectiveness of the goal? • Has the Monitoring and Result Measurement system delivered robust and useful information that could be used to assess progress towards outcomes and contribute to learning and adaptive management? • What market system changes are demonstrated and scaled up, impacting more target groups? • To what extent intervention objectives and design have created synergies or integration between different market systems of the Expanded LIWAY programme? • To what extent gender equality and social inclusion is addressed and mainstreamed? • To what extent have the LIWAY interventions contributed/addressed to overall climate improvement or enhanced climate responsiveness in the ecosystem? Or to what extent the LIWAY interventions have been climate smart? • What lessons and cases can be found that demonstrate changes in markets and target group? <p>Efficiency: How well are resources being used?</p> <ul style="list-style-type: none"> • To what extent has the intervention delivered, or is likely to deliver, results in an economic and timely way? And what can be done differently? • To what extent is the project management and consortium functioning in terms of delivering the objectives in an efficient manner? <p>Impact – Pathways to systemic change and sustainable benefits for targets</p> <ul style="list-style-type: none"> • The extent of positive and negative, intended and unintended, and direct and indirect impacts.
<p>Methodology/Scope of Work</p>	<p>Contrary to approaches centred on direct delivery, an actor-centric approach, and ex-ante design and control, MSD is characterized by an approach that is facilitative, market systems-centred and adaptive.</p> <p>The review of evaluation will apply qualitative and quantitative methodologies, which may cover but are not limited to:</p> <ul style="list-style-type: none"> • Review and evaluate overall programme implementation progress, results achieved to date, key challenges and measures implemented and key lessons. • Review and evaluate key market system level implementation progress, results achieved to date, key challenges and measures implemented and key lessons • Review and evaluate the project's roles and responsibilities against the key achievements, challenges and measures implemented and key lessons of the programme from inception to date. • Review relevant project document(s) including intervention concept notes, relevant literature, updated Adopt, Adapt, expand and Respond (AAER) levels, and result chains for sampled interventions. • Review and evaluate programme's knowledge development and communication progresses.

	<ul style="list-style-type: none"> • Conduct interviews with Donor, consortium relevant staff and government counterparts selected signatory bureaus. • Conduct fieldwork to collect data from: <ul style="list-style-type: none"> ○ Women and youth beneficiaries (targets). ○ Conducting consultations and discussions with selected implementing partners and relevant stakeholders of the Expanded LIWAY programme. ○ Conducting Interviews of selected target groups of interventions across the market systems of the Expanded LIWAY programme. ○ Other significant actors influenced by Expanded LIWAY interventions activities, such as non-partners and other relevant market actors who replicated the business models. ○ Other similar development organisations that might provide comparable contributions with due consideration of time of entry into the market and business model applied. • Analyse data to assess: <ul style="list-style-type: none"> ○ Study and analyse intervention business models, including their level of implementation (Adoption, Adaption, Expansion and Responses from other market actors) with respect to scale, sustainability and resilience. ○ Changes resulting from Expanded LIWAY interventions (new products serving targets, Behavioural, environment, policy, and income changes.) ○ Policy level achievements and stakeholder influences. ○ The influence of the Expanded LIWAY interventions on employment and business outcomes for women and youths and other relevant actors, including IPs and non-IPs.). ○ Gender or youth dynamics (changes in decision-making, agency, and confidence) with respect to access to finance. • Produce a comprehensive evaluation report including recommendations and lessons learned, and best-case studies. • Present preliminary findings to LIWAY and partners for feedback
<p>Management of the Evaluation Process</p>	<p>The Programme Manager representing SNV as the lead consortium partner will be lead and coordinate the overall process of the evaluation. This will be done in close consultation and collaboration of all consortium partners’ management.</p> <p>The Deputy Programme Manager and LIWAY MEAL advisor of the LIWAY programme will directly manage the evaluation, technically supported by the and market system team leaders.</p> <p>The team will mainly engage in ensuring quality of the evaluation and provide relevant programme documents and contact information and addresses of relevant stakeholders to be consulted by the evaluator/team.</p> <p>The evaluator/team will be responsible in managing the overall review and evaluation activities according to agreed terms and manage the necessary logistic of communication, printing and documentation (data collection tools, reports, etc), office space, secretarial and travel arrangements, etc.</p>
<p>Deliverables and Schedule</p>	<p>The evaluator will prepare evaluation report that describes the review and puts forward the evaluator’s findings, recommendations and lessons learned.</p> <p>The presentation of results is to be intrinsically linked to the reviewed (evaluated) issues, establishing a flow of logic development derived from the information collected.</p>

	<p>In addition to the Call-off response, which should include an elaborated methodology, including key questions that are relevant for the final evaluation of an MSD-project, the key deliverables will be:</p> <ul style="list-style-type: none"> • Inception report, which contains the review design (proposed method and instruments) and plan, list of reviewed documents. • Draft evaluation report. • Facilitate validation workshop to discuss preliminary findings and conclusions of the evaluation work. • Final evaluation report, with raw data recorded, including visualized data, and clear and concise recommendations for action by the prime implementing partners (SNV), provided if the programme is to continue to next phase.
<p>Duration of the Assignment.</p>	<p>5. Timeframe</p> <p>The assignment is expected to take place 30 working days, starting from April 25th, 2026) and concluding by (May 20th, 2026) as per the contract agreement. It will encompass the following phases.</p> <ul style="list-style-type: none"> • Inception report (review documents, design review methodologies and tools, detail work plan and reporting format, etc.), after contracting • Conduct data collection for the review, after the approval of the inception report • Analysis and reporting • Validation workshop with consortium partners • Finalizing the report, submitting hard, soft copy and data generated from the evaluation

6. Proposal Evaluation Criteria

The following criteria will be employed for the evaluation of the proposals: -

a) Technical Criteria for evaluation (weight: 80 %)

A pre-defined technical criterion will be employed for the evaluation of applicants. Failure to secure ≥50/80 in the technical criteria will automatically disqualify the applicant.

Technical Qualifications	Scoring Criteria	Max. Score
1. Page Limit on Technical Proposal	The technical proposal should be between 10 - 12 pages. CVs and other supporting documents should be included as annexes Proposals that exceed this page limit may be automatically disqualified.	Mandatory
2. Solid Experience and Knowledge	Proven experience in market systems development (MSD), particularly within the Ethiopian employment sector. In-depth knowledge of livelihood programs, particularly, for women and youths, gender equality and social inclusion (GESI), youth, and women programmes, climate-responsive and MSD programming, and conflict-sensitive approaches. Very good knowledge and experience in evaluation methodologies – quantitative, qualitative and mixed approach.	25
	- More than 8 years of direct experience in similar assignments:	20
	- 5-8 years of relevant experience:	10

	- 3-5 years of relevant experience:	5
	- Less than 3 years of relevant experience:	0
3. Quality of Technical Proposal	Demonstrates a clear understanding of the assignment's objectives and scope. The proposed methodology is sound, and the work plan is clear, detailed, and logical.	35
	- Proposal clearly demonstrates a full understanding of the assignment with a high-quality, detailed methodology and work plan:	35
	- Proposal indicates a partial understanding of the assignment:	15
	- Proposal does not indicate a clear understanding of the assignment:	0
4. Team Capacity and Composition	The proposed team is multi-disciplinary and possesses the required technical expertise to cover all facets of the assignment. CVs of the proposed team members clearly demonstrate the necessary experience. Summary page showing team expertise and specific responsibility in the assignment.	20
	- A well-composed team with demonstrated senior-level expertise in all key areas: Market Systems Development, livelihood programs, GESI, Climate/Green Jobs, Conflict Analysis, and Mixed-Methods Research: 20 points.	20
	- Team composition is acceptable, but lacks demonstrated expertise in one or more of the key areas:	10
	- Team composition is missing more than half of the required expertise:	0
Total Technical Score		80

b) Financial Evaluation Criteria (weight: 20%)

- ✓ The financial proposal, submitted in a separate document should be simple, and the proposals shall indicate all applicable taxes separately in a clear manner.
- ✓ If Applicants are legally registered consulting firms (copy of annexing of business license, tax registration certificate or any other legal documents need to be submitted). If the supplier is a Local supplier SNV shall deduct either 2% (if the company has valid license and tin number) or 30% (if the company has no tin number and/or license) of the contract amount in lieu of withholding tax and duly paid to relevant inland authority.
- ✓ Financial Proposal need to be submitted in Euro/Birr.

Important Notes:

- ✓ *technical and financial proposals will be submitted separately in marked separate envelopes. Only proposals that have a point of 50/80 and above in the technical proposal are eligible for financial evaluation.*
- ✓ *SNV may invite candidates for a brief presentation as part of the technical evaluation.*
- ✓ *Proposals that have scored 50/80 on the technical proposal will have their financial proposals evaluated out of 20.*
- ✓ *Only shortlisted candidates will be contacted.*

Interested consultants (individuals or firms) are expected to meet the following requirements:

Educational Background: A Masters in a relevant field such as Development Economics, Labour Economics, Market Systems Development trainings, International Development, or other related social sciences.

Demonstrated Experience:

The evaluator firm (team/consultant) should demonstrate a mix of evaluation skill and experience of evaluating complex programmes, essentially programmes using an MSD approach.

Overall competencies:

- A proven track record in conducting comprehensive studies and assessments for development programs, particularly in the fields of market systems development (MSD), youth and women's economic empowerment, livelihood programs and private sector engagement.
- Strong knowledge of MSD approach and at least five years and above of recognised knowledge and experience in evaluation of MSD programmes.
- Very good knowledge and experience in evaluation methodologies – quantitative, qualitative and mixed approach.
- A strong record in designing and conducting/leading programme evaluations
- Experience and knowledge in areas related to LIWAY priority market systems (labour, Micro and Small Enterprises, Medium and large enterprises, and skills development).
- Experience in urban context, youth, and women programmes; Gender equitable composition of teams with knowledge on Gender and social inclusion.
- Preferable experiences in Ethiopia, more specifically in Addis Ababa is a plus.
- Extensive experience in Ethiopia with a deep understanding of the MSME ecosystem, medium and large enterprises, labour and skills development for youth and women, and policies related to job creation and income growth.
- Demonstrated experience in conducting analysis and developing strategies related to the core themes of this assignment: livelihood programmes focused on women and youth, Gender Equality and Social Inclusion (GESI).

Team Capacity: Ability to mobilize and lead a multi-disciplinary team with combined expertise covering the key assessment areas of the assignment. The CVs submitted must show relevant knowledge and experience market system development, effective mainstreaming of GESI and evaluation methodologies.

Research and Analysis Skills: Proven experience and expertise in designing and implementing mixed-methods research, including both qualitative (interviews, FGDs) and quantitative data collection and analysis, very good knowledge and experience in evaluation methodologies - quantitative and qualitative.

Language Proficiency: Excellent written and spoken proficiency in both English and Amharic.

Ethical Standards: Must adhere to SNV policies, principles, and core values, including a commitment to ethical standards and a code of conduct.

7. Submission of Proposals

The proposal will be submitted in two separates, clearly marked categories:

Technical Proposal

- **Cover Letter (One-pager highlighting capability & experience):**
 - Express clear interest in undertaking the Expanded LIWAY Final evaluation or review.

- Briefly summarize the consultant's/firm's/group's capacity and capability to deliver this specific assignment, emphasizing alignment with the programme objectives (economic empowerment for vulnerable women and youth in Ethiopia through market systems development).
- Provide evidence of performing similar assignments within the last five years, specifically highlighting experience in:
 - Market Systems Development (MSD), particularly within the Ethiopian employment sector.
 - GESI, Knowledge on women decision making, agency and economic empowerment.
 - Inclusion of conflict affected targets, IDPs, host communities etc.
- **Technical Proposal (Detailed):**
 - **Understanding of the Assignment:** Demonstrate a clear and thorough understanding of the programme purpose, objectives, and extensive scope as outlined in the ToR (covering the Market Diagnosis, systemic Impact of the projects, including Beyond Addis Ababa, relevant ToC, GESI, Partner Analysis, LIWAY interventions contribution analysis, Risk/Opportunity Analysis, and Strategic Recommendations, etc).
 - Better understanding of the current dynamics: capital market landscape and the recent trends such as liberalization, among others.
 - Understanding of the local or in general country context around employment
 - Demonstrated experience in similar work specifically in MSD programmes evaluation.
- **Proposed Approach/Methodology:**
 - Detail the mixed methods approach to be employed, specifically addressing how the desk review (relevant documents, reports, systems strategy, etc.) and field research (interviews, FGDs with beneficiaries, government, IPs and other private sector actors, NGOs) will be conducted.
 - Explain the approach to synthesizing findings and developing actionable recommendations.
 - Experience in qualitative assessment, research, data-capturing tools, qualitative data analysis, and digital surveys for quantitative assessment and questionnaires.
 - Best practices and tools from DCED and Beam exchange Knowledge pool on MSD.
 - This section should reflect a sound and high-quality MSD methodology.
- **Work Plan:**
 - Present a clear, detailed, and logical work plan, aligning with the "Duration of the Assignment" (from April 25th, 2026 and concluding by May 20th, 2026).
 - Allocate specific timelines for each phase: Data Collection (desk review, field research, interviews), Data Analysis, Report Preparation (draft, final), Validation steps, and Final Report submission.
 - Include a detailed team allocation for each task and estimated man-days per team member for each component of the assignment.
 - **Applicant's Own Ideas/Recommendations:** Include any innovative ideas or additional recommendations that could enhance the delivery of evaluation in line with but not limited to the explicit ToR requirements.
- **Updated CVs:**
 - Provide updated CVs for the lead consultant and all proposed professional team members.
 - Each CV must clearly demonstrate:

Demonstrated Experience: Proven track record and substantial experience aligned with the "Qualification of the Consultant" criteria, specifically highlighting:

- Direct experience in Market Systems Development (MSD) programming
 - Inclusive developmental approaches (GESI,).
 - Demonstrated experience in similar work specifically in MSD programmes evaluation.
 - Mixed-methods research design and implementation.
 - Awareness on DCED and/or Beam exchange MSD assessment methods(advantageous).
 - Experience in the Ethiopian context (livelihood programs, MSME ecosystem, policy environment to livelihoods improvement for women and youths).
 - Evidence of work done (e.g., recommendations from previous engagements, reports contributed to).
- **Language Proficiency:** Confirmation of excellent written and spoken proficiency in both English and Amharic.
 - **Ethical Standards:** Commitment to SNV policies, principles, and core values.
 - **Financial Proposal (in Euro/Birr).**
- **Breakdown of Relevant Cost Elements:**
 - Provide a clear, itemized breakdown of all anticipated costs.
 - For each cost element, include:
 - Description (e.g., Professional Fees, Administration and Logistics cost (Daily Subsistence Allowance, Travel Costs, Communication Costs, Report Production).
 - Unit (for professional fee).
 - Number of Units (for professional fee).
 - Unit Cost (for professional fee).
 - Total Cost for each item (professional fee and Administrative and logistics fee separate)
 - **Professional Fees:**
 - Indicate the daily rate for each professional team member.
 - Specify the number of days each team member will be engaged for the assignment.
 - **Daily Subsistence Allowance (DSA):**
 - Total Cost
 - **Travel Costs:**
 - Total Cost
 - **Communication and Other Costs:**
 - Total Cost

Submission Guideline and Application submission date:

Interested and qualified applicants who meet the qualification stated above, should submit their proposals as indicated below.

Title of the specific assignment, "FINAL EVALUATION OF THE LIWAY PROGRAMME IN ADDIS ABABA," should be mentioned in the email subject.

Both the **Technical** and **Financial** proposals should be submitted in a **separate email** to ettenders@snv.org. or a separate envelope for those who are submitting in person. Failure to do so will result in **automatic rejection**.

SNV will not be responsible for proposals submitted without indicating the title of the assignment (“**FINAL EVALUATION OF THE LIWAY PROGRAMME IN ADDIS ABABA**”) on the subject of the email.

Proposals must be received by SNV Addis Ababa office to the address below no later than **April 03, 2026, 17:00 (5:00PM)** close of business.

All submissions should be sent to: Via email to ettenders@snv.org or must be submitted in person.

All physical submissions should be sent to: SNV Ethiopia, Mexico Sar Bet Road Next to African Union P.O. Box 40675, Addis Ababa | Ethiopia Fax + 251 (0) 11 616 6252 Tele + 251 (0) 11 616 6232 or via [<ettenders@snv.org>](mailto:ettenders@snv.org).