



TERMS OF REFERENCE

Call for Applications

External Evaluator for ASEAN Social Enterprise Development Programme (ASEAN SEDP)

About the ASEAN Foundation

Three decades after ASEAN was established, ASEAN Leaders recognised that: there remained inadequate shared prosperity, ASEAN awareness and contact among people of ASEAN. It was of this concern that ASEAN Leaders established the ASEAN Foundation during ASEAN's 30th Anniversary Commemorative Summit in Kuala Lumpur Malaysia on 15 December 1997.

After its establishment, the ASEAN Foundation has been tasked to support ASEAN's community-building efforts by promoting greater awareness of the ASEAN identity, human resource development, people-to-people interaction, and close collaboration among the business sector, civil society, academia, and other stakeholders in ASEAN.

We continue to complement ASEAN priorities. To date, we work to strengthen the ASEAN Community. We work in four thematic areas: education, arts and culture, media development, and community building. We provide support in the form of scholarships, fellowships, internships and exchanges. We organise meetings, conferences, roundtables and workshops in support of the ASEAN Community.

About the ASEAN Social Enterprise Development Programme

The ASEAN Social Enterprises Development Programme (SEDP) aims to help the ASEAN youth in the region to drive positive changes within the community; the ASEAN Foundation is implementing the programme with the support from GIZ on behalf of the German Federal Ministry for Economic Cooperation and Development (BMZ) and SAP.

ASEAN-SEDP this year is implemented under the theme of "Social Innovations for the Sustainable ASEAN Community". ASEAN-SEDP will provide 20 selected social enterprises from 10 ASEAN Member States with access to more significant opportunities to improve their ventures through capacity building, mentorship, financing and access to marketplaces. The objectives of the ASEAN-SEDP are as follows: (1) to sustain youth entrepreneurship through structured capacity building and mentoring programmes, (2) To empower youth-led social enterprises across the ASEAN region through (a). Promoting productivity, technology and Innovation; (b). Increasing access to finance; (c). Enhancing market access and internationalisation, and (d). Promoting entrepreneurship and human capital development; (3) To achieve SDG 1 – No Poverty, SDG 3 – Good Health and Well-Being, SDG 4 – Quality Education, SDG 5 – Gender Equality, SDG 12 – Responsible Consumption and Production, and SDG 13 – Climate Action through social enterprises empowerment.

Along with creating a culture of social entrepreneurship, this initiative will become a model of meaningful partnership among the different stakeholders at the ASEAN level that work together in achieving sustainable development goals, which bring tangible impacts to the development of social enterprises in ASEAN.

The ASEAN-SEDP will play a significant role and will contribute to the achievement of the ASEAN Economic Community (AEC) and ASEAN Social-Cultural Community (ASCC) Blueprint 2025, particularly in supporting the realisation of the ASEAN Strategic Action Plan for SME Development 2016-2025 and ASEAN Work Plan on Youth 2021-2025.

There are four stages of SEDP implementation: two batches of capacity building, mentoring and coaching, business plan and pitching session. The first phase of the capacity building programme aims to support the 20 selected social enterprises to develop a more solid and better business plan to be implemented throughout the year. In particular, this capacity building will provide them with an avenue to better understand their business in terms of their strengths and weaknesses and opportunities as well as threats. The first phase of capacity building will allow all selected social enterprises to get to know and learn from each other and build networks among them.

The second phase of the capacity building programme will support the 20 selected social enterprises to scale up and grow even further to achieve the following goals: more significant impact and strengthened finance. This phase will also allow all selected social enterprises to share and update each other on their businesses, challenges they face and how they deal with them. By the end of the second phase of capacity building – each social enterprise will submit its solid business plan and work plan to the ASEAN Foundation. Then the 20 selected social enterprise will present their business plan in the pitching session in front of ASEAN Foundation, partners, and trainers to be assessed. Three social enterprises with the best pitch and business plan will receive seed grants to support their businesses.

To further refine enterprise social innovation projects and planning and explore commercialisation potential – the programme will provide the 20 selected social enterprises with a total three months of mentorship and coaching to help them scale up and grow their businesses. Mentorship will be conducted online. The mentorship will highlight the approaches to improving practices of social enterprises and to scale their social and commercial impact. The mentorship is implemented to facilitate all selected social enterprise to connect with potential customers/clients within the ASEAN and outside to allow them to initiate sales.

Objective of the Evaluation

The objectives of the evaluation are as follow:

1. To assess the effectiveness and efficiency of capacity building, mentoring and coaching from the ASEAN SEDP to support youth entrepreneurship among SEDP participants.
2. To assess the effectiveness and relevancy of the programme in empowering youth-led social enterprises through (a). Promoting productivity, technology and Innovation; (b). Increasing access to finance; (c). Enhancing market access and internationalisation, and (d). Promoting entrepreneurship and human capital development
3. To assess to what extent the ASEAN SEDP supports the realisation of SDG 1, 3, 4, 5, 12 and 13 from the work of social enterprises within the programme.
4. To assess the success and condition of social enterprise in the following dimension: inputs/resources, outputs/products, and outcome or the financial sustainability of the social enterprises under SEDP.
5. To document lessons learnt and the best practices of the ASEAN SEDP.

Duties and Responsibilities

The consultancy will take a broad overview of the programme area by gathering perceptions, aspirations, feedback and data from relevant project partners and stakeholders for objective analysis and conduct of the evaluation. The evaluation will look to underline the key factors that have either facilitated or impeded programme implementation. To this end, the evaluation will examine the overall performance and impact of programme components. The evaluation will result in producing a comprehensive evaluation report with findings, recommendations and lessons learned.

Scope of the Study

The External Evaluator is expected to ascertain whether the ASEAN SEDP has been effective in reaching the programme's three main objectives. Beyond that, the external evaluator also expected to examine and analyse the situation of social enterprises under SEDP and how the programme has supported these social enterprises in terms of input, output and the potential impact these social enterprises have to solve challenges within the community. Moreover, the evaluation is expected to examine and document the success factors that enables and disables the programme to reach the expected objectives which eventually will be used as the basis for the future programme focusing on social entrepreneurship or social enterprise to re-orient, re-direct, and re-structure the programme in the future when deemed necessary.

Evaluation Questions

To determine the programme's performance, results, and achievements, the main questions to be addressed in this external evaluation are:

Outcome 1: To sustain youth entrepreneurship through structured capacity building and mentoring programmes (Assessing Relevance, Efficiency and Effectiveness)

1. Has the project contributed to sustaining youth entrepreneurship in ASEAN?
2. What change was evident to the social enterprise from the capacity building and coaching and mentoring programmes?
3. How has the project sustained youth entrepreneurship in ASEAN through the capacity building, coaching and mentoring activities?
4. To what extent the programme has contributed to the achievement of ASEAN Workplan on Youth?

Outcome 2: To empower youth-led social enterprises across the ASEAN region through (1). Promoting productivity, technology and Innovation; (2). Increasing access to finance; (3). Enhancing market access and internationalisation; and (4). Promoting entrepreneurship and human capital development (Assessing Relevance and Effectiveness)

1. To what extent the programme has improved/enhanced youth led social enterprise in human, financial and business development?
2. To what extent the programme has contributed to the achievement of Strategic Action Plan for SME Development 2016-2025?

Outcome 3: To achieve SDG 1 – No Poverty, SDG 3 – Good Health and Well-Being, SDG 4 – Quality Education, SDG 5 – Gender Equality, SDG 12 – Responsible Consumption and Production and SDG – 13 Climate Action through social enterprises empowerment with specified targets detailed in the challenges Section (Assessing Relevance and Effectiveness)

1. To what extent the programme contributes to the achievement of SDG 1, 3, 4, 5, 12, 13 in ASEAN?
2. How effective is the programme to support social enterprises to support the realisation of the SDGs?

Format

Format of the External Evaluation will be both qualitative and quantitative and the process of data collection will be led by the external evaluator.

Methodology

The suggested methodology consists of a preliminary desk review of programme materials and deliverables and review of existing information relevant to the programme context, followed by necessary data collection process and final evaluation report write-up. The consultant should provide details about how they will approach the task within the consultancy role.

Expected Outputs

The main outputs of the External Evaluation will be:

- i) Inception Report - not exceeding 15 pages excluding annexes. The inception report should include: (Maximum 5 days)
 - A brief summary of the desk review
 - An analysis of the agreed overall outcomes and indicators on which the result of the programme will be assessed
 - The detailed proposal on methodologies and the elaborated analytical framework for the assessment, instruments, timeline, and process /progress indicators

The ASEAN Foundation's team will review/comment and endorse the Inception Report as appropriate before the consultant(s) to commence the next stage activities. Note that a few revisions might be needed prior to the approval.

- ii) Main Report – not exceeding 35 pages excluding annexes. The main report should include: (Maximum 15 days)
 - *Executive Summary* (3 to 5 pages): The summary would need to be extractable and read as a standalone report. It will serve as an effective means of communication and will clearly answer the questions posed especially regarding impact.
 - *Introduction* (1 to 2 pages): The introduction will provide details on background, purpose of the Study, methodology and limitations.
 - *Overall achievement on impact* (8 to 10 pages): This section will provide in-depth details on the impact achieved in terms of the agreed outcomes and indicators
 - *Key success factors* (5 to 7 pages): This section will detail the key factors that helped or hindered impact in relation to the key areas identified in the "scope of work" section
 - *Lessons learnt and best practice* (5 to 7 pages): This section will articulate the key lessons learnt and best practice from the ASEAN DSE programme
 - *Implications and recommendations for the ASEAN Foundation for future improvement of the ASEAN DSE programme* (3 to 4 pages)
 - *Annex including stories of change*

The ASEAN Foundation's team will review/comment and endorse the Main Report as appropriate. Note that a few revisions might be required prior to the approval

Qualification and Experience

- An advanced university degree in social sciences, international development, economic development from a recognised university
- Residing in ASEAN or ASEAN national
- Minimum of 7 years of doing project/programme evaluation, research/impact assessment of the projects
- Experience in gender mainstreaming
- Minimum of 5 years' experience in programme development
- Relevant publications on the relevant research/impact assessment
- Experience of multi-stakeholder processes
- Experience in conducting and analysing qualitative and quantitative research
- Excellent communication skills incl. presentation and writing skills

Consultant Selection

Consultant(s) will be assessed on the basis of the following criteria and percentage:

- 40%: Profile of the consultant(s), prior experience in research/impact study, publications on relevant research/impact study
- 20%: Financial proposal
- 40%: Rough draft of the External Evaluation proposal

How to Apply

- a) **All interested applicants whether individuals/organisations/institutions to send application, stating the position with the following documents to procurement@aseanfoundation.org with copy to barnev.soukotta@aseanfoundation.org – a) application letter and a rough proposal of the External Evaluation (final version of the proposal will be established upon discussion with the ASEAN Foundation's team),**
- b) curriculum vitae,
- c) samples of Evaluation report and
- d) financial proposal specifying a total lump sum amount highlighting deliverables.

DEADLINE FOR APPLICATION: 11 November 2021



ASEAN FOUNDATION



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