Empowering Marginal Economic Actors through Policy Reform from the Bottom-up (EMEA)

Request for Proposals

Rapid Survey of Business Membership Organizations in Ethiopia

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Rapid Survey of Business Membership Organizations in Ethiopia

1. Summary

The EMEA Consortium implementing the ‘Empowering Marginal Economic Actors through Policy Reform from the Bottom Up’ (EMEA) project is seeking an independent consultant (or team) to conduct a national survey of Business Membership Organizations (BMOs) in Ethiopia that is anticipated to include up to 300 completed 30- to 45-minute interviews using a two-stage screening process from a portion of the BMO population. The Rapid Survey of Business Membership Organizations in Ethiopia (Rapid EMEA Ethiopia BMO Survey), to be completed by the end of June 2020, will provide baseline and needs assessment data to inform the project activities and to be used in evaluating changes during the life of the project. This survey in addition is intended to capture monitoring information relevant to the business enabling environment for the Ethiopian business community as represented by BMOs during the COVID-19 pandemic whose course is unknown at present. While initially planned as an in-person survey, due to the COVID-19 pandemic with increased risks with in-person physical contacts, and the state of emergency in Ethiopia which restricts travel, the Rapid EMEA Ethiopia BMO Survey will be conducted by telephone. The short time frame for completion of this survey is because of the need for both project deliverables and timely COVID-19 project adjustments in activities. This consultancy will be managed by the Evaluation Working Group (EWG) of the EMEA Consortium in consultation with the EMEA Consortium project managers.

2. About the Project/Consortium

The Center for International Private Enterprise (CIPE), Initiative Africa (IA), and the Pan African Chamber of Commerce and Industry (PACCI) formed a Consortium to implement the project entitled “Empowering Marginal Economic Actors to Engage in Policy Reform from the Bottom-Up” (EMEA) supported by the Swedish International Development Agency (Sida). The project aims at the creation of an economic and political environment that is increasingly open to local private sector led development and sustainable inclusive economic growth.

1 See Annex A for a description of each organization
The CIPE/IA/PACCI Empowering Marginal Economic Actors Consortium (the **EMEA Consortium**) initiated in November 2019 following a Midterm Evaluation conducted by Genesis Analytics of work that Sida has funded through the Private Sector Development Hub (PSD Hub) since 2003-2004. PSD Hub work has taken place in three previous phases under different program structures. A multi-component program unit, the PSD Hub was originally hosted by the Addis Ababa Chamber of Commerce. More recently (since about 2012), the PSD Hub was housed within the Ethiopian Chamber of Commerce and Sectoral Association (ECCSA) which provides technical and financial support to the Ethiopian chamber system and is formally tasked to engage in public-private consultation by the Government of Ethiopia.

Due to concerns by Sida that the PSD Hub was not achieving the aspirations of inclusive development of the private sector as well as providing appropriate results-based outcomes for ECCSA and the Ethiopian private sector community, Sida contracted with Genesis Analytics to conduct a Midterm Evaluation of the program.

In 2018, the Midterm Evaluation by Genesis Analytics recommended that while ECCSA as an apex organisation representing the private sector in Ethiopian should continue to benefit from the capacity building initiative supported by Sida funding, that

- The project be re-conceptualized in a way that involves agreement on its implementation methodology, strategy and milestone objectives;
- Institutional and contractual arrangements governing the grant agreement be revised to reflect the new design;
- The re-conceptualized project develop a theory of change and a logframe that reflects the Theory of Change (ToC) process. This logframe should clearly differentiate between activities, outputs, outcomes and objectives which will contribute to an overarching goal, and that the ToC clearly articulates the assumptions under which the program will be implemented; and
- The PSD hub be established as a project independent of any potential beneficiary organization.

**The Consortium was established to work with the private sector and support ECCSA as a result of the Genesis evaluation with a three-year project plan.** To address the project reconceptualization, the EMEA Consortium divided project work into two phases – an **Inception Phase** (November 2019 – May 2020), and an **Implementation Phase** (June 2020 – October 31, 2022). The Inception Phase was specifically intended to collect baselines, conduct stakeholder mapping, and develop formal project results-based plans that would inform implementation
phase activities; these plans include a Results Framework, Monitoring and Evaluation Plan, a Risk Matrix and an Implementation Plan.

As part of the overall theme of creating enabling business environment for private sector development in Ethiopia, the ‘Empowering Marginal Economic Actors through Policy Reform from the Bottom Up’ project aims to:

- Empower marginalized groups and communities to participate effectively in and benefit from economic development and trade.
- Strengthen the ability of the private sector to engage in effective reform that leads to positive regulatory and policy changes conducive for the Ethiopian private sector at sub-regional, regional and national levels.

The EMEA project consists of four pillars, of which the different consortium partners will take a lead in collaboration with each other:

- **Pillar 1**: Empowering marginal economic actors to participate in business environment reform with regional and local BMOs using intensive work in four Ethiopian regions (Lead: CIPE)
- **Pillar 2**: Supporting the financial sustainability of high performing business membership organizations through the Innovative Grants Fund (IGF) that involves continuation of existing approximately 30 results-based capacity-building grants and making an additional 30 grants to BMOs during the project timeframe (Lead: IA)
- **Pillar 3**: Supporting regional and federal Public Private Dialogue and evidenced-based policy dialogue and business environment enabling policy reform (Lead: PACCI)
- **Pillar 4**: Building capacity of national and sub-national business membership organizations to represent their members and to maximize the economic benefits flowing to Ethiopia from the negotiation of the AfCFTA and other free trade agreements. (Lead: PACCI)

Specific features of the Consortium were established to address two other sets of recommendations in the Genesis evaluation:

*First*, it was recommended that 1) capacity building initiatives of the Project pay specific attention to the needs of smaller businesses and develop interventions that encourage Chambers to meet their needs; 2) capacity building initiatives of the Project take cognizance of the diversity of needs within the Chamber system and design interventions that address these; and 3) that the advocacy
initiatives of the Project take cognisance of the diversity of needs within the Chamber system, including gender-related issues and design interventions that address these.

**Second**, the Genesis evaluation recommended that changes be made to the monitoring and evaluation framework following the redesign. This redesign includes 1) development of a monitoring framework reflecting a revised logframe; 2) use of mechanisms to provide feedback and report on outcomes using outcome- and impact-related indicators as opposed to reporting only on activities; and 3) data be collected related to failure, moderate success and success that can be used to refine project implementation and improve project performance. The Genesis evaluation further recommended that the project data should be openly and that the project implementation utilize an Advisory Group comprised of stakeholders who have a vested interest in promoting inclusive private sector growth in Ethiopia to provide overall strategic directions.

As a result, the Consortium has created the following structure:

- CIPE heads the **Evaluation Directorate** for the project to align evaluation and data efforts and will manage an evaluation platform to share data and results among the partners.
- The **Consortium Evaluation Working Group (EWG)** Tier I composed of the M&E Leads for Addis-based offices of CIPE, IA and PACCI and the CIPE DC-based Director of Evaluation to provide leadership on technical issues related to Consortium and Partner project monitoring and evaluation.
- An **EMEA Technical Advisory Committee (TAC)** to provide overall strategic advice to ensure transparency and accountability and results-based management; this TAC will include several members with Ethiopia-based evaluation expertise to advise the EWG.

**The EMEA Consortium and the EWG have decided to field a common BMO survey referred to here as the “Rapid EMEA Ethiopia BMO Survey.” This survey is part of the effort to develop cost-effective baseline information for monitoring, evaluation and implementation. Given that all three partners will be working with many of the same target beneficiaries within the private sector, having one survey will provide for common representative national information, and will help ensure that BMO leaders are contacted only once by the EMEA Consortium for the same baseline information. This survey and consultancy will be managed by the EMEA Consortium EWG in consultation with the EMEA Consortium project managers.**

The EMEA Consortium partners will likely augment **Rapid EMEA Ethiopia BMO Survey** results with in-depth key informant interviews and targeted focus groups with specific groups of beneficiaries to support their specific Pillars.
3. Scope of Work

Survey data shall be obtained through a 30- to 45-minute telephone survey of a subset of the population of business management organizations (BMOs) drawn from a total population of total BMOs in Ethiopia, some of whom may be relatively inactive within the private sector. The Rapid EMEA Ethiopia BMO Survey is designed to obtain the most accurate possible representative information about their capacity as business associations to serve their members, their financial sustainability, their support of members (including individual businesses and member organizations) through member services, whether BMOs engage with marginal economic actors, what (if any) role they play in promoting inclusive business reforms in their advocacy work and responses to the COVID-19 pandemic including adjustments and new opportunities.

3.1 Survey Purpose and Objectives

The key purpose of the baseline survey is to collect and provide baseline and needs assessment data at the start of the project. The data will be used by the project team and other stakeholders both to inform related activities throughout the project, and as a key input into the analysis of the impact of those activities at the end of the project. While the population of BMOs that are organized based upon statutory requirements and private sector developed organizations is estimated to be around 500 BMOs, the number of active BMOs is estimated to be much less. We anticipate a completed sample of up to 300 BMOs. An additional number of screening interviews will be conducted in consultation with the consultant.

In addition to addressing the range and geographic distribution by type of organization and sector as well as those representing marginalized constituencies and their responses to the COVID-19 pandemic, the objectives and desired content of the survey deliverable are to:

a) Articulate the work of existing BMOs in the Ethiopian market
b) Identify specific features of individual BMO
   1. organizational status,
   2. leadership,
   3. staffing,
   4. office infrastructure,
   5. membership,
   6. range & quality of services,
   7. financial situation,
   8. advocacy and external relations
c) Analyze the existing issues, challenges as well as opportunities: for BMOs to serve the private sector in Ethiopia; and
d) Analyze the level of engagement of BMOs with marginal actors, including women entrepreneurs, self-employed youth and informal businesses, and their role in promoting inclusive business reforms

3.2 Overview of expectations

The selected consultant or firm is expected to successfully implement all aspects of the survey fielding and data collection, and to deliver high quality data according to the expectations and protocols within the timeframe defined throughout this Statement of Work. Consultants are expected to follow appropriate global survey research standards as described in Annex B. By submitting a proposal, the consultant affirms that he or she has read these principles, has no roles or relationships that might pose a real or apparent conflict of interest, and agrees to follow them in conducting this evaluation.

The Consortium strongly prefers that all data will be collected electronically via Computer Assisted Telephone Interviewing (CATI) and alternative data recording systems proposed may be considered if data quality and data error issues are adequately addressed.

The Consortium Evaluation Working Group (EWG) will provide a sampling frame for the survey process and a draft survey protocol in Word format. The consultant will be responsible for developing and presenting a robust program for data entry, translating the questionnaire and integrating the translations into the survey instrument. The consultant will conduct data collection through phone interviews of senior representatives of the BMOs using the data entry program developed, as well as compile, translate, analyze and present data as detailed in this RFP.

3.3 Intended Respondents

Intended respondents for this survey are active BMOs throughout Ethiopia, including formal chambers of commerce, and national and sectoral associations as well as those representing marginal actors created through voluntary efforts of the private sector at national, regional, woreda and city or local levels.

The EMEA Consortium EWG will provide the sampling frame and sampling to the consultant and will work closely with the consultant to ensure that the interview process results in a rigorous representative sample of the population.

The challenge for developing a sampling frame for the Rapid EMEA Ethiopia BMO Survey is that it is unknown in advance exactly how many of these BMOs are “active” (i.e., in addition to formal existence have officers and a board, have member or other BMO activities, have an office, and/or are doing activities with their members) compared to those which are partially active or some
which may only exist “on paper.” Finally, as a result of the COVID-19 pandemic, this is likely to be a fluid situation where reductions in economic activity affect the capacity of these BMOs to function and remain sustainable. Nonetheless, the goal is to ensure a representative achieve sample that reflects geographic and other demographic factors. The EMEA Consortium EWG has determined that 1) given the small size of the population of Ethiopian BMOs which suggests that seeking to interview the entire population would provide the most accurate information; 2) the need for a focused, targeted and rapid survey; and 3) the fact that only a subset of the full formal list of BMOs are active within the private sector on areas of interest to the project goals (i.e., providing member services, conducting advocacy, and providing inclusive representation of the private sector in promoting the business environment) that both a two phase sampling method (i.e., some information is collected from the whole sample and additional information is collected from subsets of the sample either at the same time or later, and two-stage sampling method

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2 For populations less than 1,000 in size, best practices are to attempt to interview the entire population, with especial attention to randomized interviewing processes to ensure a representative completed sample. Given that the BMO population is only about 500, the goal is to achieve a completed sample of one-third to half of the population with an effort to ensure representativeness and the ability to calculate the probability of inclusion.
(where population is divided into 2 or more mutually exclusive strata or distinct clusters for sampling purposes\(^3\)) be used.

The two-phase; two-stage approach will be implemented as follows (see Box 1):

- A short screening survey of the full population using a random process of interviewing to identify which associations are active will provide population parameters
- Based on the information drawn from the screening survey results
  - Additional information will be gathered at the same time from pre-identified BMOs in the “active strata.”
  - A random sample of these “inactive strata” will be later interviewed at a second time point after consulting with the EMEA Consortium EWG using the full survey protocol.

Proposals should budget for 300 interviews and include the cost per full interview as well as for (per interview) brief 5 minute screening interviews, recognizing that the number of interviews in the provided sample may differ.

The consortium will provide a list with contact data of BMOs included for the sampling frame. The interview process will be determined by the consultant in consultation with the EMEA Consortium EWG who will also work with the consultant to identify who should be interviewed for each BMO.

### 3.4 Level of Effort

The estimated level of effort of 14 to 28 days is expected to include the following anticipated tasks and assignment phases.

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\(^3\)This is done to reduce the standard error of the mean by reducing variance on a factor related to the survey factors of interest and will affect weighting of the data in the analysis stage.
### Estimated Level of Effort

**Inception Phase**

TBD [2-4 calendar days]

This phase is meant to ensure that the consultant team is fully prepared before undertaking the survey. It includes:

- Desk review of existing background documents;
- Inception briefing with the EMEA Consortium Evaluation Working Group for better understanding;
- Finalization of the two-phase; two-stage interview process
- Finalizing and pilot testing of the survey protocol
- Approval of the final survey protocol by EMEA Consortium EWG
- Translation into appropriate languages for fielding.

**Data Collection and Analysis Phase**

TBD [10-20 calendar days estimated]

The data collection and analysis will include:

- Fielding of the two-phase; two-stage survey process
- Actual data collection
- Consultation with EMEA Consortium EWG on the additional interviews to be included based on the screening survey results
- Data coding, quality checking, entering in computer & etc;
- Translation of data
- Calculation of weights
- Data analysis and write-up

**Reporting Phase**

TBD [2-4 calendar days]

- Drafting of first survey report;
- Incorporation of comments and revision of the report.
- Validation meeting with EMEA Consortium EWG
- Final evaluation report after incorporating comments in the validation meeting.

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**Note:** Consultants should consider what efficiencies can be proposed within this anticipated scope of effort. The number of days can be adjusted within reason depending on the consultant’s proposed approach including strong and convincing recommendations to complete the assignment(s).

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### 3.5 Survey Approach: Methodology and methods for data collection and analysis:

**Responsibilities of Consultant.** The selected consultant(s) shall propose the specific methods and tools to carry out the survey, and will be responsible for the following specific tasks:
• Finalization of the full survey protocol using the questions provided by the Consortium; this protocol is anticipated to take about 30 to 45 minutes
• Recommendations for the processes to be used in the two-phase, two-stage methodology to ensure consultation with the EMEA Consortium EWG
• Translation, formatting, pretesting, adaptation, and programming of CATI devices;
• Development of a Sampling Implementation Plan, to ensure that the BMOs are selected in a way to ensure random selection, account for non-response, and be representative of the population of Ethiopian BMOs. List and explain any geographic or other exclusions; the proposed Sampling Plan will be reviewed by the EMEA Consortium EWG and any further changes agreed upon by the EMEA Consortium EWG and Consultant will be incorporated
• Training supervisors and interviewers
• Arranging and supervising all aspects of data collection and management, including back-checks
• Entering and processing the survey data, including data cleaning and encoding survey responses
• Determining the representativeness of the sample and weighting the data, if necessary
• Statistical analysis of findings and preparation an 5-10-page analytic report to place the findings within the local political and other context

**Questionnaire.** The EMEA Consortium EWG will provide a draft survey protocol and the consultant will provide input, such as a need for rephrasing certain terms for local context. The consultant will translate the final protocol into Amharic, Afan Oromo and Tigrigna. Translations will be reviewed and approved by CIPE/EWG. Full versions should be printed, and interviewers should be allowed to code the questionnaire in the interview language. The estimated average interview duration is 30-45 minutes.

For CATI devices, at least the main interview language must be programmed into CATI; only programming in English is not sufficient.

**Pre-test.** The survey protocol shall be pre-tested by the consultant prior to the commencement of the survey. No less than 3 pre-test interviews per language shall be conducted. The consultant shall provide the Consortium with a written report of the results of the pre-test, along with details of any problems encountered and suggested remedies, prior to the commencement of the actual survey.
The EMEA Consortium EWG may have a representative to observe training and/or listen to some interviews as possible and appropriate. The consultant shall ensure that interviewers are thoroughly familiar with respondent selection procedures, call back procedures (at least 3 attempts before substituting a selected respondent), and the structure of the questionnaire, including routing and filtering. Interviewer training shall include practice sessions in administering the questionnaire. All interviewers must have at least completed secondary education and must be fully fluent (reading and speaking) in the language(s) in which they are to administer the interviews. It is requested that a minimum of 10% of interviews shall be back checked or accompanied by a team supervisor.

As noted above, the Consortium strongly prefers survey administration via CATI and alternative data recording systems proposed may be considered if data quality and data error issues are adequately addressed. BMO and respondent selection must be tracked on a contact tracking sheet or similar document. This will be needed to calculate the response rate. Informed consent (oral is acceptable unless Ethiopian country laws require written) must be sought prior to commencing the interview. The EMEA Consortium EWG will provide draft informed consent language to the consultant and this template may be updated by the consultant to conform to Ethiopian legal requirements and global standards for human subjects research best practices.

**Data Processing.** The consultant shall be responsible for data entry with a 10% quality assurance standard, cleaning, and processing, including development and implementation of a coding scheme for all open-ended questions. The consultant shall supply data to EMEA Consortium EWG as a clean, fully labeled in English SPSS “*.sav” file with a complete data dictionary of variable names and value labels. There shall be one data record for each respondent and records shall be of fixed length. The consultant shall be responsible for deriving and applying any post-stratification weights required to bring the achieved sample into conformity with the demographic profile of the population of BMOS at the very least for geographic location, size, type and sector, as well as any additional weighting factors required to correct for disproportionate allocation. If demographic weights were to exceed a factor 1:8, this must be discussed in writing with the EMEA Consortium EWG before the weight is applied. CIPE/EWG has strict upper limits on post-weighting and requires un-weighted samples already generally matching the population’s rough demographic distribution which given the unknowns concerning the BMO population in Ethiopia will be determined by the short screening survey in consultation with the EMEA Consortium EWG.

Each record shall include a unique respondent ID number, interviewer ID number, interview duration, interview start and end times, date of interview, GPS coordinates of the BMO (if
available), and interview language. Each record shall include demographic information about the respondent reporting for the BMO, including gender, position, and other data as determined by the EMEA Consortium EWG.

**Technical Report.** When delivering data, the consultant shall provide a Technical Report which shall include the following:

- Details of response rates, including tabulation of unsuccessful interview attempts by sampling point, with reasons for non-response (i.e. respondent refusal, proxy refusal, inability to locate selected respondent, etc.).
- A brief report on survey operations including any practical difficulties encountered in carrying out the survey;
- Any abnormalities encountered during data quality control, such as unusual patterns by interviewer ID (e.g. usually fast completion rates.
- Analytical Report. The consultant will provide an analytical report of 5-10 pages highlighting key findings from the data and placing these findings within the local context. Mere description of data is not sufficient; the report must contain analysis.
- PowerPoint Presentation. The consultant will provide a presentation with a chart for every survey question. A template will be provided by the EMEA Consortium EWG.

**3.6 Expected timeline of survey and deliverables**

The Consortium anticipates selecting the evaluation consultant on or before May 7, 2020 and requires the final report to be completed by late June (on or about June 29, 2020). The duration of the consultancy is anticipated to be 14 to 28 working days during the period of May through June 2020.

It is anticipated that the completed survey will include up to 300 completed full interviews depending on the number of “active” BMOs that are identified through the two phase, two-stage sampling design.

While the dates of the consultancy may be adjusted based upon the consultant proposal, to be most effective, the completed survey needs to be completed no later than June 29, 2020 to be useful for the project. If there are challenges, the consultant needs to apprise the EMEA Consortium EWG and propose other methods to address the identified challenges.

The Consultant shall deliver the following:
a) Pretest report and revisions of survey protocol with Consortium feedback; details of data entry plan, pilot test, action plan for data collection, check back plan, recruitment, training, and contracting of experienced field staff

b) Copies of the final questionnaire, as fielded, in English and translations

c) A complete data set and data dictionary formatted as SPSS file

d) Draft technical report describing the sampling, methods used and the weights

e) Draft analytical report providing a stub and banner analysis of the results

f) Draft PowerPoint Presentation

g) Revisions of technical, analytical reports and PowerPoint Presentation after feedback

3.7 Remuneration

Remuneration will be individually negotiated based on the professional qualifications and relevant experience.

3.8 Proposal Requirements

Roles and accountability

The evaluator (or firm) will report to the EMEA Consortium EWG. The EMEA Consortium EWG will review all documents and determine and recommend revisions on deliverables. The EMEA Consortium EWG M&E leads work with the project teams of their respective organizations (IA/PACCI/CIPE).

The consulting individual (or firm) should adopt a consultative and participatory approach while maintaining an independent perspective consistent with OECD DAC and American Evaluation Association standards and the global standards associated with public opinion and survey research (see Annexes for details).

Evaluation team qualifications

The individual or consultancy firm needs to be a legally licensed international/national organization with a commendable track record and with 8 to 10 years’ experience in providing consultancy. Key staff should have the appropriate experience, expertise and credentials for their role. Specific capacities and capabilities included
a) Have legal status recognized by the Government of Ethiopia (or other relevant governmental entity), enabling the consultant/firm to perform the above-mentioned tasks.

b) Demonstrate experience in organizing CATI electronic surveys (strongly preferred) or alternative data recording systems which can adequately address data quality and data error issues on the scale of this project over the past five years.

c) Strong capacity and experience in planning and organizing survey logistics, including the design and implementation of protocols to ensure high quality data.

d) Demonstrate experience in interviewing small, medium and micro-enterprises.

e) Demonstrate skills in project and data management

f) Good network of experienced enumerators, supervisors and managers. The names of the data managers and survey manager, and their specific responsibility must be mentioned in the Consultant/Firm’s offer.

g) Strong capacity in database design, data management, and statistics.

h) Strong knowledge in the following software: SPSS

i) Strong references and feedback from three recently completed surveys in Ethiopia

j) Strong system for data quality control checks that can be accessible by the EMEA Consortium EWG team without any restriction.

4. How to Apply

For full consideration, applications must be received by May 7, 2020. Criteria for evaluation of proposals received are in Annex C.

Applications will be reviewed immediately upon receipt. Consultants should send a resume(s), a cover letter, and a proposal of 5-7 pages. The cover letter should indicate the proposed per unit cost and/or set costs and/or daily rate and availability. The background experience should address the desired areas of expertise, including any knowledge or background in interviewing high level individuals and other development work including democratization, and expertise in program evaluation. It is anticipated that consultant review will be completed by May 14 or earlier and work would commence immediately upon the award (May 15, 2020 or earlier.)

The EMEA Consortium EWG reserves the right to:

- Accept or reject any or all proposals, or any part thereof;
- Conduct discussions with respondents and accept revisions of proposals after the closing date;
- Request clarification from any respondent on any or all aspects of its proposals;
➢ Cancel or re-issue this RFP at any time;
➢ Retain all proposals submitted in response to this RFP; and
➢ Invite some, all, or none of the respondents for interviews, presentations and further discussion.

A. The technical and financial proposal should be sent, by email to all the EMEA Consortium EWG members
   a. CIPE DC: Denise Baer (202) 247-1031, dbaer@cipe.org
   b. IA Addis: Robel Yeshitela (+251-(0)911677010, robel.y@initiativeafrica.net)
   c. CIPE Addis: Ahmed Mohammed Awel(+251-(0)911678080, AAwel@cipe.org)
   d. PACC Addis: Mamadou Diarra PHONE/EMAIL). (+251-(0)911201796, mdiarra@pacci.org).

B. Proposals should be submitted, as above, by 5:00 p.m. (Addis time) May 7, 2020 for full consideration.

C. Please address any queries or requests for clarification to CIPE/EWG. Given the shortness of time, requests may be directed to any of the EMEA Consortium EWG member and copied or shared with the others.
   a. CIPE DC: Denise Baer (202) 247-1031, dbaer@cipe.org
   b. IA Addis: Robel Yeshitela (+251-(0)911677010, robel.y@initiativeafrica.net)
   c. CIPE Addis: Ahmed Mohammed Awel(+251-(0)911678080, AAwel@cipe.org)
   d. PACC Addis: Mamadou Diarra PHONE/EMAIL). (+251-(0)911201796, mdiarra@pacci.org).

D. The evaluation of proposals and contracting process is anticipated to be completed on or about May 14, and the tentative survey start date will be as soon as practical after the award is made.
Annexes
Annex A: Descriptions of Consortium Partners
Annex B: Evaluation/ Research standards to be used
Annex C: Criteria for evaluation of the proposal
Annex A: Descriptions of Consortium Partners

Center for International Private Enterprise (CIPE)

The Center for International Private Enterprise (CIPE) is one of the four core institutes of the National Endowment for Democracy. CIPE has over 30 years of experience working with chambers of commerce, business associations, think tanks, and other civil society organizations (CSOs) to strengthen democracy around the globe through private enterprise and market-oriented reform.

CIPE’s approach to programming is guided by our organizational mission to promote democracy based upon three principles: respect, integrity, and excellence. Our programs are developed based upon local ownership for sustainability, inclusion of all stakeholders, learning and innovation based on lessons learned, and accountability to the communities where we work, partners and donors.

CIPE is continually updating our strategies and approaches so that we can deliver the most effective programming possible. In 2019, CIPE adopted an evidence-based and data-driven approach to how evaluation supports programming. This approach is intended to go beyond project-based donor reporting and accountability to developing better understanding of the outcomes and impact of distinct approaches to demonstrate innovation and “what works.” To support this initiative, the CIPE Evaluation Department is developing more standardized approaches to its use of program data across projects to guide improvement, with particular focus on how CIPE provides entrepreneur and leadership training in transitioning economies.

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Evaluation at CIPE

Consistent with principles of rigorous evaluation established by the American Evaluation Association, CIPE utilizes an internal evaluation model where the Evaluation Department staff have evaluation expertise and credentials consistent with industry standards. The Evaluation Department operates independently of the CIPE Program Division Unit and reports to the Managing Director for Planning and Human Resources. On evaluation issues, the CIPE Evaluation Team reports to the CIPE Board Committee on Evaluation. The separate lines of reporting provide for independent evaluation. This model, also used by other major organizations, including the Asian Development Bank and the World Bank, is preferred because it ensures that projects are designed to be "evaluable" – meaning that they are designed to produce impact and include appropriate input, output and outcome indicators. CIPE’s internal evaluation processes ensure that evaluation expertise is included at all stages of CIPE projects and is intended to increase project impact. This model is also optimal for promoting institutional learning and accountability – a central CIPE goal for evaluation.
Initiative Africa (IA)

Initiative Africa (IA) is a local NGO established in 2004 to advance good governance and democratization. In 2009 the organization started focusing on Education to facilitate access to quality education to the future generation of Ethiopia and empower them with knowledge. IA also worked on promoting sustainable livelihood activities to broaden the scope of economic opportunities and enhance quality of life. IA works in partnership with local NGOs, professional associations and with private sector membership organizations.

Presently, Initiative Africa (IA) is responsible for managing the Innovative Grant Fund (IGF) of the ‘Empowering the Marginal Economic Actors to Engage in Policy Reform from the Bottom-Up (EMEA)’ project. The IGF is a grant scheme to support the development of local, regional and national business associations and chambers and increase their capabilities to promote innovation, boost productivity and employment growth in the SMEs sector.

The Pan African Chamber of Commerce and Industry (PACCI)

PACCI is The Pan African Chamber of Commerce and Industry (PACCI) is an independent, non-profit and non-partisan organization established in 2009 to serve Africa’s business by promoting for public policies that will foster continental economic integration, competitiveness, and sustainable growth. PACCI offers its constituents a wide range of services including advocacy for the creation of the African Economic Community, capacity building, and business networking. With more than 50 national chambers of commerce acting as its local focal point, PACCI is the largest and most influential business association in Africa.

PACCI is engaged in supporting regional and federal public private dialogue and evidenced-based policy dialogue requires understanding the prevailing situations in the dialogues between private sector actors and government counterparts.

Documents and reports indicate that there have been several Public Private Consultative Forums held at different levels. All have their strengths and drawbacks as identified by different stakeholders. Therefore, conducting effective Public Private Dialogues requires better understanding of the past practices and relevant preparations. The survey of the Public Private Dialogues is to give ground for preparation and implementation of PPDs to come in the project time.
Annex B: Evaluation/Research standards to be used

The consulting individual (or firm) should adopt a consultative and participatory approach while maintaining an independent perspective consistent with global evaluation and research standards and best practices as well as Ethiopian law.

These standards expected by the EMEA Consortium EWG include the

- OECD DAC Standards for independence and rigor;
- American Evaluation Association Guiding Principles for Evaluators including: systematic inquiry; competence; integrity and honesty; respect for people; and responsibilities for general and public welfare as outlined on their website: [http://www.eval.org/p/cm/ld/fid=51](http://www.eval.org/p/cm/ld/fid=51)
Annex C: Evaluation Criteria for Proposals

I. Evaluation Criteria and Sub-criteria for Technical Proposals

<table>
<thead>
<tr>
<th>SN</th>
<th>Criteria</th>
<th>Proportion</th>
<th>SN</th>
<th>Sub-criteria</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Experience of the consultants</td>
<td>25%</td>
<td>1.1</td>
<td>Experience of international or local projects of comparable size and complexity</td>
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<tr>
<td></td>
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<td>1.2</td>
<td>Experience in Ethiopia collecting data on a national level</td>
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<td></td>
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<td>1.3</td>
<td>Experience on CAPI surveys or alternative data recording systems which adequately address data quality and data error issues; Experience in CATI surveys</td>
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<td></td>
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<td></td>
<td>1.4</td>
<td>Experience in telephone interviewing; including experience that comports with international standards and best practices for survey research</td>
</tr>
<tr>
<td>2</td>
<td>Adequacy of methodology and technical approach</td>
<td>50%</td>
<td>2.1</td>
<td>Technical Approach and methodology including use of international standards and best practices for survey research and interviewing with diverse communities including women leaders</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2.2</td>
<td>Clear understanding of sampling plan/needs to achieve research aims</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>2.3</td>
<td>Quality assurance measures</td>
</tr>
<tr>
<td>3</td>
<td>Qualifications and competence of staff</td>
<td>25%</td>
<td>3.1</td>
<td>Organization and staffing</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3.2</td>
<td>Suitability for the project; operational footprint and experience level of enumerators</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>3.3</td>
<td>Familiarity with the languages and conditions of the country</td>
</tr>
</tbody>
</table>

II. Evaluation Criteria for Financial Proposals

The financial proposal with the lowest price is given a maximum score of 100 points. This is then used as a basis to calculate the score of the other financial proposals. The financial score is computed as follows:

- The score for the lowest priced financial proposal = 100 points
- The score for each other financial proposals =100 points x (price of the lowest priced proposal/price of the proposal under considerations)

Total Score = Technical score x Weight of 70% + Financial score x Weight of 30%