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Expression of Interest

**Women Creating Wealth - Intergenerational Edition (WCW-I) for Endline Evaluation
Consultancy**

(Malawi, Zambia, Tanzania, South Africa, Senegal, and Kenya)

Proposed End Date, 2027-02-28



Trustees

Graça Machel, Theo Sowa, Sisonke Msimang, Josina Machel, Anurita Bains, Fred Swaniker, Shelia Sisulu, Paballo Makosholo,
Mthandazo Ngwenya, Priscillah Mabelane

Background

The Graça Machel Trust (GMT) is a pan-African organisation founded in 2010 and represented in 18 countries to remove structural and institutional barriers limiting women's economic advancement, to achieve the long-term vision for an Africa where women have greater access to resources, skills, and opportunities, enabling them to thrive both socially and economically.

GMT has continued to achieve that through five (5) strategic pillars:

- Accelerating Women's Economic Advancement
- Powering Pan African Socio-Economic Transformation through Collective Action
- Amplifying African Women's Leadership and Global Advocacy
- Championing Pan African Adolescent Girls as Change Agents
- Institutional Strengthening and Building Sustainability

GMT builds Networks to harness collective power to drive advocacy that promotes the transformation of institutions and policies to put women and children at the centre of development. GMT's conviction is that Africa's advancement is hinged on the centring of women as equal and capable participants in the economy and as able leaders to drive systemic change that promotes inclusion and gender equality.

Women's entrepreneurship has emerged as a critical driver of inclusive economic growth, job creation, and sustainable development across African economies. Evidence shows that investments in women-led enterprises produce strong social and economic spillover effects because women are more likely to reinvest income into family wellbeing, education, and community development¹. Women-owned businesses have also demonstrated strong resilience in the face of economic shocks. For example, research during the COVID-19 pandemic showed that women-led small and micro enterprises adapted quickly through strategies such as digital adoption and flexible business models². In addition to strengthening household welfare and

¹ Welsh, D.H. (2016). Women-owned family businesses in Africa: Entrepreneurs changing the face of progress. In *Family Businesses in Sub-Saharan Africa: Behavioural and Strategic Perspectives*, pp.155–173.

² African Development Bank. (2022). *Lionesses Business Confidence Report speaks to high levels of resilience by Africa's leading women entrepreneurs despite Covid-19*. Available at:

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community outcomes, thriving women-led enterprise ecosystems improve Africa's global competitiveness by attracting foreign investment and innovation. Despite this potential, women entrepreneurs still face systemic constraints. Although women own approximately 58% of SMEs in Africa, they receive only a small share of available SME financing, contributing to an estimated \$42 billion financing gap³. Structural barriers such as limited access to capital, weaker business networks, lower access to training, and competing household responsibilities continue to limit women's participation in high-growth sectors and access to business development services⁴⁵.

Entrepreneurship dynamics among youth in Sub-Saharan Africa also reflect gender disparities. Early-stage entrepreneurial activity is dominated by young men, while young women often report lower confidence and fewer opportunities to translate entrepreneurial intentions into viable businesses⁶. Older youth (ages 25–34) tend to show higher entrepreneurial participation due to stronger networks, resources, and prior experience compared to younger youth. At the same time, improvements in women's educational access have expanded opportunities for economic participation, with female literacy rates in Sub-Saharan Africa rising from 47% in 2000 to 61% in 2022, although still below male literacy levels of 74%⁷. Persistent gender biases, wage gaps, and underrepresentation in leadership roles continue to constrain women's economic advancement. Recognizing these challenges, continental frameworks such as the African Union's Agenda 2063 emphasize women's entrepreneurship and leadership as key drivers of economic transformation⁸. Female entrepreneurs already contribute an estimated \$300 billion to Africa's GDP, and closing the financing gap could more than double this

<https://www.afdb.org/en/news-and-events/press-releases/lionesses-business-confidence-report-speaks-high-levels-resilience-africas-leading-women-entrepreneurs-despite-covid-19-49847>

³ African Development Bank. (2019). Why AFAWA? Available at: <https://www.afdb.org/en/topics-and-sectors/initiatives-partnerships/afawa-affirmative-finance-action-for-women-in-africa/why-afawa>

⁴ Herrington, M., & Kew, P. (2018). Is there a change in attitude towards the small and medium business sector South Africa 2017/18. Global Entrepreneurship Monitor.

⁵ Jackson, E.T., & de Morais Sarmiento, E. (2020). Gender lens investing: co-creating critical knowledge to build a credible, durable field. In Global Handbook of Impact Investing.

⁶ Global Entrepreneurship Monitor studies on youth entrepreneurship in Sub-Saharan Africa.

⁷ UNESCO Institute for Statistics data on literacy rates in Sub-Saharan Africa (2000–2022).

⁸ African Union. (n.d.). Building Capacity in Entrepreneurship and Leadership for Youth and Women Empowerment. Available at: <https://au.int/en/newsevents/20191103/building-capacity-entrepreneurship-leadership-youth-women-empowerment>

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contribution⁹. Programmes such as GMT's Women Creating Wealth Intergenerational Edition (WCW-I) therefore play a critical role in addressing structural barriers by strengthening entrepreneurial skills, expanding access to markets and finance, and promoting policy advocacy and mentorship networks that enable women entrepreneurs to grow businesses, create jobs, and generate wealth across the continent.

Programme Information

Women Creating Wealth - Intergenerational Edition (WCW-I) aims to transform Africa's economies through a gender-responsive enterprise development system centered around women's businesses to accelerate and sustain improvements in the quality of life for women and youth. The project is implemented from January 2023 to January 2025 and has now secured a No Cost Extension to run through February 2027 with Implementation stopping in September 2026.

Through this Initiative, we posit that: if women entrepreneurs in the targeted sectors receive human-centered personal, leadership, and entrepreneurship capacity-strengthening; have access to a community of support, finance, and markets; and exist in an enabling environment, their enterprises will grow and transform from income generation to wealth creation.¹⁰ As their enterprises grow, more meaningful work will be created for young women. Female small business owners in the informal sector reinvest up to 90% of their income in the education, health and nutrition of their families and communities, compared to up to 40% for men (Africa Economy, 2020).

As women create wealth, they are therefore more likely to contribute to the realization of at least 6 Sustainable Development goals – zero poverty; zero hunger; good health and wellbeing; gender equality; decent work and economic growth.

The project specifically seeks to:

⁹ Moodley, L., Kuyoro, M., Holt, T., Leke, A., & Atinkayo, F. (2019). The Power of Parity: Advancing Women's Equality in Africa. McKinsey Global Institute. Available at: <https://www.mckinsey.com/featured-insights/gender-equality/the-power-of-parity-advancing-womens-equality-in-africa>

¹⁰ Project ToC attached as Annex I

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1. Build leadership and entrepreneurship skills for 3,500 women-entrepreneurs (1000 young women).
2. Ensure access to finance and market for 3,500 women-entrepreneurs (1000 young women).
3. Ensure access to work opportunities for 52,500 youth linked with these women-entrepreneurs.
4. Enable a thriving business environment for women entrepreneurs.

WCW-I Results chain

Goal	Transformation of Africa's economies through a gender-responsive enterprise development system centred around women businesses to accelerate and sustain improvements in quality of life for women and youth.			
Strategic Outcomes (SO)	Women-led enterprises accelerated for growth.	Increased access to finance and markets for women entrepreneurs.	Dignified and fulfilling work opportunities unlocked for young people, particularly young women.	Enabled, gender responsive business and regulatory environment for women entrepreneurs.
Intermediate Outcomes	Increased agency, confidence, resilience, and entrepreneurial skills for women entrepreneurs.	Strengthened 'access to finance and markets' partnership ecosystem for women entrepreneurs.	Improved practices of enterprises to increase work opportunities for youth.	Stakeholders across the public and private space are influenced to shift practices, policies, and mindsets towards enabling women entrepreneurs to thrive.

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Target groups

The program targets a broad range of stakeholders including 3,500 women entrepreneurs (1000 young women), indirectly reach 73,500 and create 52,500 youth jobs (70% young women), government officials, policymakers, financial institutions, civil society organizations, local capital providers, youth entrepreneurship partners in target countries, and a pipeline of investors.

Purpose and Objectives of the Endline Evaluation

The primary objective of this Endline Evaluation is to assess the overall impact and effectiveness of the WCW-I project at the conclusion of its implementation phase. The evaluation will focus on contribution to outcomes and impact at individual, household, community, institutional and ecosystem levels, capturing intended and unintended effects. The evaluation will also document potential long-term outcomes and impact beyond the duration of the project. This evaluation will measure the extent to which the project has achieved its goals and contributed to the transformation of Africa's economies through the empowerment of women and youth entrepreneurs. The evaluation will also provide recommendations for future interventions and contribute to the knowledge base on gender-responsive enterprise development.

The evaluation will be African led and contextually rooted, reflecting local market and regulatory conditions affecting women led SMEs and youth work quality. It will focus on the lived realities of young women and men especially those in the nexus of exclusion (Persons with disabilities, rural dwellers, refugees or internally displaced persons) and consider country level differences in access to finance, markets, and enabling policies.

Goal of the evaluation

To generate credible, contextually grounded, and utilisation-focused evidence on how the WCW-I programme contributes to changes in knowledge, attitudes, behaviours, and socio-economic outcomes among women and youth entrepreneurs, while capturing lived experiences, community-level dynamics, and system-level effects to inform adaptive learning, accountability, and future scale-up.

Specific Objectives

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- **Performance and Progress on outcomes and Impact:** Assess program performance and progress on outcomes and impact of the WCW-I project in achieving its strategic goals with emphasis on effectiveness, efficiency, sustainability, and scalability. The evaluation will examine change with regards to; business growth, access to finance and markets, and the creation of dignified work opportunities for young women among others. It will examine whether the design and delivery model produced high-quality results on time and within budget, and document learnings around the extent to which the program contributed to meaningful changes among target stakeholders, identifying evidence of impact, contribution pathways, and the conditions that enabled or hindered results, backed by perspectives, experiences, feedback and impact stories.
- **Inclusion and Equity:** Evaluate the relevance and effectiveness of the project's gender-responsive approaches that enabled gender equity and inclusion, focusing on women and youth entrepreneurs' empowerment, including improvements in their social and economic well-being. It will further analyse how well the program reached and meaningfully engaged marginalized groups, including young women, rural youth, persons with disabilities, and Refugees and Displaced Persons/ Internally Displaced Persons.
- **Sustainability and potential for scaling:** To examine the sustainability of the project's interventions, outcomes and identify scalable practices, models, or approaches that have demonstrated effectiveness across key population groups to inform future programming, including the continued success of the businesses supported by the project and the enduring impact on stakeholders.
- **Learning and best practices:** To systematically identify, capture and synthesize key lessons learned, innovations, systemic shifts promising and adaptive best practices emerging from the implementation of the WCW program, with a focus on what worked, what didn't, and why, in order to shape future programming decisions and replication in similar contexts.

The findings from the evaluation will primarily be used:

- By the programme management team, consortium partners and stakeholders to understand the impact of the programme during its lifetime;
- By the programme management team to leverage additional resources from existing and new partners and stakeholders to scale-up and sustain the activities/benefits delivered by the programme;

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- To share learning and recommendations with the entrepreneurs, enterprises and financial institutions with which the programme works and ensure meaningful accountability to these stakeholder groups;
- To demonstrate accountability for the funding received from Mastercard Foundation who have supported WCW-I;
- By other donors, academic institutions and education networks to inform the wider policy debates concerning the women, youth entrepreneurship and successful transition to business growth.

Scope of Study

The Endline Evaluation will cover all the countries where the WCW-I project was implemented: Malawi, Zambia, Tanzania, South Africa, Senegal, and Kenya. The period of evaluation will cover from the program's inception from September 2023 to September 2026. Since program inception, a total of 3,137 (Kenya 492, Malawi 606, Senegal 407, South Africa 631 and Tanzania 522) entrepreneurs have so far completed the ignite training curriculum with a few more expected to complete by the end of the program. The evaluation will focus on the following key areas:

- The status of women-led enterprises in terms of growth, learnings, survival, sustainability, and their contribution to the economic development of their communities and overall social growth.
- The impact of the project on the quality of life and economic well-being of women entrepreneurs and their families.
- The effectiveness of the project's interventions in increasing access to finance, markets, and business development services for women and youth entrepreneurs.
- The creation of dignified work opportunities for youth and the transformation of societal attitudes towards women and youth in business and leadership roles.
- The changes in policy, regulatory environments (systemic changes) and institutional strengthening that support women and youth entrepreneurs.

Methodology and Approach

The Endline Evaluation will employ a mixed-methods approach, combining both qualitative and quantitative data collection techniques to assess project outcomes and impact. Given the project's focus on inclusion and locally grounded economic

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empowerment, the evaluation will adopt African-led, contextually relevant, and non-extractive methodologies that centre the experiences, knowledge systems, and cultural contexts of participating communities. The evaluation will therefore balance methodological rigor with inclusivity, ensuring that both measurable outcomes and lived experiences of women entrepreneurs and youth employees are captured.

In line with the Foundation's commitment to youth voice and participation, the evaluation will meaningfully engage young women and youth throughout the evaluation lifecycle, including data collection, interpretation, validation of findings, and dissemination of results. Youth participants, particularly young women employed within supported enterprises, will be engaged through inclusive and respectful approaches that ensure their perspectives inform the evaluation process and findings.

The methodology will involve the following key components:

- **Quantitative Surveys:** Conduct surveys with a representative sample of women entrepreneurs, young women employees, and other key stakeholders (including financial institutions, government officials, and private sector representatives) in a non-extractive manner to measure the project's impact on key indicators.
- **Qualitative Interviews and Focus Groups:** We will utilize Made-in-Africa indigenous approaches to conduct in-depth interviews and focus group discussions with beneficiaries (women entrepreneurs, youth employees, and other relevant stakeholders) to understand their experiences, perceptions, and the broader social impact of the project.
- **Document Review:** Review project documents, including MERL reports, quarterly progress reports, and any relevant policy documents, to assess the effectiveness of the project's strategies.
- **Case Studies:** Develop detailed case studies of successful women-led enterprises and youth employment initiatives to highlight best practices and lessons learned.
- **Comparative Analysis:** Compare endline data with baseline data to assess changes over the course of the project and measure the impact.

This endline evaluation will be conducted in accordance with the Foundation's CARE approach: grounded in the Foundation values and Principles for evaluations. The evaluation will be African led and contextually rooted, elevating youth voice throughout design, data collection, interpretation, and dissemination. The evaluation will be utilization focused and findings will be used for shared learning.

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Evaluation questions

The evaluation framework is grounded in Made-in-Africa Evaluation principles and the Mastercard Foundation CARE approach. The evaluation will prioritise understanding the program’s contribution to change in complex African entrepreneurial ecosystems rather than seeking attribution. The framework focuses on lived experiences, youth voices, gender equity, and Indigenous knowledge systems while generating actionable learning for program improvement and scaling. As part of the endline evaluation inception phase, WCW-I will work with the consultant to develop up to five program-specific evaluation questions to be explored through the endline.

Evaluation criteria	Main evaluation questions and sub-questions
Relevance	<ul style="list-style-type: none"> To what extent were the objectives and design of the program, including the underlying theory of change, valid, and did they respond to the needs, priorities, and policies of intended participants, communities, and the countries? To what extent did they remain responsive to the needs, priorities, and policies of these groups when circumstances changed?
Strategic alignment	<ul style="list-style-type: none"> To what extent was the program consistent with and complementary to other interventions and policies? Where relevant, to what extent did the program adapt to changes in the policy environment? To what extent did the programme contribute to strengthening enabling environments for women entrepreneurs through partnerships with ecosystem actors such as financial institutions, policymakers, and business networks?
Efficiency	<ul style="list-style-type: none"> Was the program managed efficiently? To what extent did the program adopt and apply ‘adaptive management’ practices?
Effectiveness	<ul style="list-style-type: none"> To what extent were the objectives and intended results of the program achieved, including differential results across sub-groups?

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	<ul style="list-style-type: none"> • What were the major factors influencing the achievement or nonachievement of the objectives and intended results (with specific reference to learning, transition and sustainability)?
Contributions to Outcomes and Impact	<ul style="list-style-type: none"> • To what extent did the program generate, or contribute to the generation of, significant higher-level effects (social, environmental and economic), whether positive or negative, intended or unintended?
Sustainability and scalability	<ul style="list-style-type: none"> • To what extent will the net benefits (whether financial, economic, social and/or environmental) of the program continue? • To what extent was the project successful in building sustainability within the enabling environment for change at the individual, family, community, and system levels? • What potentials for scaling exist?
Gender Inclusion, Equity, Safeguarding, Youth Voice and Engagement	<ul style="list-style-type: none"> • To what extent were inclusivity principles like empowerment, intersectionality, and inclusivity reflected in the project's activities and outcomes? • In what ways did the project support women's rights and challenge systemic inequalities? & to what extent were these barriers eliminated? • How effectively were safeguarding principles applied to ensure safe and respectful engagement with participants?
Learning and Adaptive Management	<ul style="list-style-type: none"> • How did monitoring, evaluation, research and learning systems support adaptive programme management? • What key lessons can inform future enterprise development and youth employment programmes in Africa?
Value for Money	<ul style="list-style-type: none"> • VfM – Did the program achieve desired outcomes while using resources efficiently or the least amount of resources possible?

Expected deliverables

The consultant/firm will be responsible for producing the following deliverables:

- **Evaluation Advisory Group (EAG):** The consultant will participate in an Evaluation Advisory Group to provide guidance and strengthen the quality and

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use of the evaluation findings. This will include participation in the kick-off meeting and support the establishment.

- **Inception Report** detailing the proposed approach, methodology, and workplan for the evaluation including a detailed evaluation protocol. This will include a clear understanding of the project's objectives, key evaluation questions and scope developed in consultation with the Foundation, and a timeline for the evaluation process.
- **Data Collection Tools** that will be used for the evaluation, including survey questionnaires, interview guides, and focus group discussion templates.
- **Preliminary Findings sensemaking (Presentation)** after data collection, including a summary of key findings, insights, and trends identified during fieldwork. The Foundation will co-lead sensemaking & interpretation of findings together with GMT, and the finding will feed into Foundation's learning process.
- **Draft Evaluation Report** containing a detailed analysis of the evaluation findings, conclusions, and recommendations. This will be presented to GMT, stakeholders, and other relevant parties for feedback.
- **Final Evaluation Report** incorporating feedback from the draft report, with a detailed evaluation of the project's impact, sustainability, and recommendations for future interventions.
- **Learning Agenda Report** incorporating analysis of knowledge generated from the project through response to the project's learning agenda.
- **Knowledge Products** such as an infographic / one-page summary, policy change case studies and Entrepreneurship Development policy Advocacy briefs, to be disseminated to stakeholders and the wider community.

Management, Supervision and Guidance on The Assignment

The program's MERL Specialist will be responsible for overseeing and managing the assignment with support from the MERL Manager and Impact Delivery team at Mastercard Foundation. The Senior Entrepreneurship and MERL Managers will be responsible for deliverables review, payment, and administrative management. The firm/organization will participate in relevant meetings with GMT's team, as required under the supervision of the MERL Specialist and MERL Manager. The firm is expected to exercise the highest degree of individual initiative, resourcefulness, responsibility, and authority, consistent with Mastercard's Foundation's overall values, policies and procedural framework.

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Timeframe

The assignment will take place over a period of approximately 11 weeks (Between July 2026 – October 2026)

Place of Performance:

The endline evaluation will focus on the regions and countries below:

Region	Countries
East Africa	Tanzania; Kenya
Southern Africa	South Africa; Zambia; Malawi
West Africa	Senegal

Ethics and risk management

Research ethics plan

Bidders are required to set out their approach to ensuring complete compliance with international good practice relating to research ethics and protocols, particularly with regards to safeguarding children and vulnerable groups (including girls and people with disabilities). The evaluation approach must explicitly promote gender equity, social inclusion, and meaningful representation of marginalized groups, particularly young women, persons with disabilities, and refugees or internally displaced persons where relevant. Consideration should be given to:

- Administrative, technical and physical safeguards to protect the confidentiality of those participating in research;
- Safeguards for those conducting research;
- Do No Harm safeguards for children and young people participating in research, including childsafe physical safeguards as well as emotional/psychosocial safeguards;
- Appropriate time allocated to engage with young women and men, women and men participating in the research;
- Appropriate spaces and methodologies tailored in consideration of unique needs of young women and men, including those with disabilities and for vulnerable

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adults. This can embed MAE principles; Data security plans to avert the loss of data during collection, transmission, processing and or storage.

Inclusion and Representation

The evaluation team will have to ensure that the perspectives of diverse groups are represented, with particular focus on young women, persons with disabilities, and other marginalized populations. Data collection methods need to ensure equitable participation through accessible tools, inclusive facilitation approaches, and culturally appropriate engagement strategies.

Safeguarding

The evaluation must adhere to safeguarding principles that ensure the protection, dignity, and well-being of all participants involved in the research process. The evaluation will adhere to GMT's safeguarding standards and the Mastercard Foundation's safeguarding guidelines to ensure that engagement with participants takes place in a safe, respectful, and ethical manner. Particular attention will be given to safeguarding children, young people, and other vulnerable groups participating in the evaluation.

Risk management plan

It is important the successful Evaluation Partner has taken all reasonable measures to mitigate any potential risks to research participants and the delivery of the required outputs for this evaluation. Therefore, the Evaluation Team should submit a comprehensive risk management plan covering:

- Ensure informed consent is sought from respondents.
- The assumptions underpinning the successful completion of the proposals submitted and the anticipated challenges that might be faced;
- Estimates of the level of risk for each risk identified;
- Proposed contingency plans the bidder will put in place to mitigate any occurrence of each of the identified risks;
- Specific safeguarding risks and mitigating strategies, including reference to the child protection policy and safeguarding policy, and procedures that will be in place;

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- Strategies to ensure equitable participation and safeguarding of marginalized groups, particularly young women, persons with disabilities, and displaced persons, through culturally appropriate engagement.

Data quality assurance Plan

The bidder is required to submit a quality assurance plan that sets out the systems and processes for quality assuring the evaluation process and deliverables, from start to finish. This plan should include the proposed approaches to:

- Developing a methodology and research instruments that ensure the validity and reliability of results;
- Piloting of all research activities;
- Training of enumerators and researchers conducting the mixed-methods primary research, including in research ethics;
- Logistical and management planning;
- Field work protocols and data verification including back-checking and quality control by supervisors;
- Data cleaning and editing before any analysis;
- Analysis and validation of results;
- Report writing and review processes.
- Data protection based on all targeted countries' regulatory requirements as well as for the Mastercard Foundation

Requirements and Selection Criteria

GMT invites applications from evaluation firms with teams having an appropriate gender balance and relevant expertise, experience, and skills to successfully undertake the assignment as described above. The team must demonstrate significant experience in designing, developing and evaluating complex Pan-African programs, ideally within socio-economic context, access to finance and market systems, SME training, work integrated learning, youth employment, and leadership development. The team must be highly competent in research, expertise in developing MERL tools, quantitative and qualitative methodologies and approaches that are contextually relevant and rooted in Made in African Evaluation approaches;

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data collection and analysis; communication (verbal and written); report writing; and research design of development projects. The team must have sound project management skills to stay organised and deliver high quality deliverables on time. Previous experience working together would be an asset. Team members must be fluent in English with at least one member fluent in French.

Submission of Expression of Interest

Evaluation firms are invited to submit an Expression of Interest (EOI). The EOI must include the following:

- Technical proposal of not more than 10 pages detailing approach and methodology to the endline evaluation excluding CVs of all proposed team members and proposed workplan for the assignment. Include a detailed evaluation matrix as part of the annex.
- Financial budget detailing the breakdown of costs and budget notes, including daily rates of each consultant, number of days, and estimated expenses (all in USD) such as travel, ethical approval and data collection expenses.
- Company profile
- Company registration
- Tax clearance certificate
- Proof of business address
- Bank account letter that is not older than 3 months
- Three client references
- Value propositions
- B-BBEE Certificate or affidavit (For South African based firms/companies)

Assessment criteria

Expressions of Interest will be assessed based on the following criteria:

- a) Demonstrated experience in designing, developing and evaluating complex Pan-African programs in the areas of socio-economic research, market research, training, work integrated learning, youth employment, and/or leadership development - **40 %**

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- b) Strength of the proposed approach and methodology; understanding of the assignment's purpose and objectives; and grasp of the nature of the WCW-I Program – **40%**
- c) Value for money as presented in the financial budget - **20%**

Please submit to recruitment@gracamacheltrust.org with the subject line: WCW-I Endline Evaluation EOI by **24th June 2026**.

Budget

\$50 000.00 inclusive of all taxes.

Disclaimer: Graça Machel Trust reserves the right to determine the structure of the process, the number of short-listed participants, the right to withdraw from the proposal process, the right to change this timetable at any time without notice and reserves the right to withdraw this tender/opportunity/assignment at any time without prior notice and without liability to compensate and reimburse any party. If you do not hear from us in a month, please consider your application/bid unsuccessful.

Trustees

Graça Machel, Theo Sowa, Sisonke Msimang, Josina Machel, Anurita Bains, Fred Swaniker, Shelia Sisulu, Paballo Makosholo, Mthandazo Ngwenya, Priscillah Mabelane