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Terms of Reference GREENTech4CE Mid-Term Review

Project Title	GREENTech4CE Green Recycling Enterprises Engaging in New Technology for a Circular Economy in Zambia – GREENTech4CE
Duration	July 2024 to June 2028 (48 months)

1. INTRODUCTION

The Green Recycling Enterprises Engaging in New Technology for a Circular Economy in Zambia (GREENTech4CE) project is a € 22.7 million initiative funded by the European Union. The Project is based on a collaboration with the Ministry of Green Economy and Environment (MoGEE), the Ministry of Small and Medium Enterprise Development (MSMED), the Ministry of Commerce, Trade and Industry (MoCTI) and the Ministry of Technology and Science (MoTS) as well as with representatives of the private sector, such as the Zambia Chambers of Commerce and Industry (ZACCI), Business Development Service Providers Association of Zambia (BDSPAZ), Bankers Association of Zambia (BAZ), Zambia Association of Manufacturers (ZAM) and National Advisory Body for Impact Investment (NABII) amongst other private sector actors.

The GREENTech4CE project is dedicated to fostering sustainable and inclusive economic growth in Zambia, supporting the development of start-ups and MSMEs within the green, circular economy and digital sectors and those that are seeking to implement or transition to green, circular and digital business models. Through comprehensive technical and financial support, GREENTech4CE will drive innovation, create employment opportunities, and facilitate economic diversification. This project falls under the broader Green Economy Promotion and Diversification (GEPD) Project supported by the European Commission, which seeks to address Zambia’s economic vulnerabilities and environmental challenges. Together, these initiatives strive to build a resilient and sustainable future for Zambia.

The project is inspired by the European Commission’s Circular Economy Action Plan (CEAP) launched in March 2020, one of the main building blocks of the European Green Deal. The CEAP promotes the transition to a circular economy as a means of reducing pressure on natural resources and creating sustainable growth and jobs, thus decoupling economic growth from natural resources depletion. The action plan announces initiatives along the entire life cycle of products, targeting product designs, circular economy processes, sustainable consumption, prevention of waste, and the extension of the lifespan of resources to retain them in the economy, as long as possible. The project also supports the EU-Zambia Strategic Partnership on CRMs by contributing to the achievement of the objectives of the Memorandum of Understanding signed between the EU and the Zambian Republic on sustainable mineral value chains in October 2023.





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The GREENTech4CE project supports the implementation of the recently launched Zambia's Green Growth Strategy to generate economic growth that is also socially inclusive and environmentally sustainable. It supports the Eighth National Development Plan (8th NDP) objectives to achieve economic diversification, increase local value addition, create new and decent jobs, and the recently adopted Critical Raw Materials (CRM) strategy. The project targets the “missing middle” which are businesses that are considered too risky because they are in new or innovation led sectors, and growth stage businesses not too mature for commercial financing and other investments.

The key approach of the GREENTech4CE project is to support the growth and success of small and medium businesses by providing expert advice and funding. The project involves collaboration with various stakeholders, including the government, businesses, and consumers, to foster sustainable and positive changes in the green economy.

The project employs a blended financing model, combining project financial support with business's own contributions (*skin in the game*) to stimulate further investment and commitment. It adopts an adaptive management approach, premised on co-creations as well as continuous improvements based on feedback and new information to address the needs of businesses and the community. It emphasises the inclusion such as of women and youth entrepreneurs, helping them overcome barriers to participating in the economy.

The Project is implemented by Self Help Africa (“SHA”) in a consortium with the Consortium Partners namely, Imani Development (International) Ltd (“IDIL”), Prospero Limited (“Prospero”) and Tandem Circular Consulting (“Tandem”).

The intervention logic of GREEN Tech4CE is based on a market systems approach, which seeks to address the challenges facing MSMEs to create a sustainable green, circular and digital (GCD) economy. The logic is that by developing the capacity of MSMEs through technical assistance and financial support alongside developing and linking value chains and increasing market awareness/demand for GCD products (OP1.1. and OP1.2); increasing the availability and range of financial products available to MSMEs operating in GCD activities through providing technical assistance and financial support to FSPs/investors (OP1.3.); and holding peer-led private-public learning events and developing policy briefs to influence GCD standards and practices (OP1.4) will attract more investment and facilitate growth of MSMEs in the GCD economy in Zambia (SO1), and that Business Development Service Providers (BDSPs) using technical assistance and financial support to increase the provision of services to MSMEs in the GCD economy (OP2.1); and Technical and Vocational Education and Training (TVET) providers increasing the quality of skills training and development opportunities for the GCD economy's workforce (OP2.2) will increase skills and capacity in MSMEs in the GCD economy in Zambia (SO2) with both SOs contributing to accelerating growth in Zambia through creating and sustaining green, circular, and digital economic opportunities for SMEs, women, men, and youths (OO/Impact).

2. SPECIFIC OBJECTIVES OF THE PROJECT





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The GREENTech4CE Project aims to address the challenges MSMEs face in transitioning into a sustainable and diversified green, circular, and digital (GCD) economy. The project intends to enhance MSMEs’ capacities through technical assistance and financial support, to increase local value addition and sector diversification, to link value chains associated with CRMs and increase market awareness and access for GCD products. By improving the availability and diversity of financial products for MSMEs and fostering public-private learning and policy advocacy, the project seeks to attract more investments and facilitate MSME growth in Zambia’s GCD economy.

In addition, from a social inclusion perspective, the project will target 50% women and 75% youth entrepreneurs as participants, enhancing their participation in sustainable GCD economies. The project will also enhance the policy and enabling environment through engagements with government bodies to create an enabling environment for MSMEs and the GCD economy. This will involve fostering public-private sector dialogue and developing policy briefs with recommendations for supportive policies.

The Project Logical Framework (Logframe) is provided in the appendix for reference. It outlines the project’s overall goal, objectives, expected outcomes, outputs, and key performance indicators that will guide this mid-term review. The Consultant is expected to use the Logframe to assess the Project’s progress against planned targets, verify the relevance and coherence of objectives, and examine the extent to which activities and outputs are contributing to intended results.

3. PROGRESS TO DATE

The GREENTech4CE project has, to date, successfully launched four (4) Calls for Proposals designed to promote the growth of MSMEs and startups engaged in Zambia’s green, circular, and digital economy, including activities linked to critical raw materials (CRM).

The table below provides a summary of the key progress made under each of the four Calls, highlighting their main focus areas, target groups, funding windows, and the outcomes achieved in terms of contracted companies.

Call	Target Group/Focus	Ticket Size	Funding Windows	Number Contracted
Call I	Established & start-up medium enterprises seeking scale-up capital	EUR 100,000–500,000	Women-owned, startups, feasibility studies (up to 70% funded)	2 medium enterprises
Call II	Established & start-up medium enterprises	EUR 100,000–500,000	Women-owned, startups, feasibility	10 medium enterprises



Call	Target Group/Focus	Ticket Size	Funding Windows	Number Contracted
	seeking scale-up capital		studies (up to 70% funded)	
Call III	Business Development Service Providers to target MSMEs & startups for business growth support	Up to EUR 150,000	Support BDSPs to deliver services to MSMEs & startups in the green and circular, digital and artisanal mining sectors	6 BDSPs
Call IV	Financial Service Providers (FSPs) for MSMEs and startups	EUR 50,000–250,000 (grant)	Design/support custom finance products	2 FSPs

The Project is currently advancing through the procurement stage for establishing FabLabs. In parallel, targeted consultations have been conducted with TVET institutions to identify opportunities for the Project to support and integrate Circular Economy principles into vocational curricula.

4. PURPOSE OF THE MID-TERM REVIEW

An independent mid-term review will draw upon the findings from baseline studies and the monitoring data. The mid-term review will address the progress of the programme and potentially address certain themes in more depth. The mid-term review will also provide recommendations on how GREENTech4CE can improve its progress and optimize project processes to achieve the intended impact more effectively.

The main purpose of this review will be to provide the GREENTech4CE management team and the EU Delegation with an opportunity to reflect on programme performance in terms of:

- 1) what is working well,
- 2) what is not working,
- 3) significant factors affecting the programme implementation either positively & negatively
- 4) the changes that need to be made on the strategies and approaches used in programme implementation to accelerate delivery of results and impacts during the residual implementation time;
- 5) to understand the performance of the intervention and the reasons behind it in order to inform the planning of the future EU interventions

Some potential questions to answer through the mid-term review will include:

1. Does our 'intervention logic' still hold true? i.e. does the log-frame reflect reality? Is our theory of change "*by doing these activities we will be able to achieve this*" still valid? Does it need any changes?
2. What parts of the project are working well? What strategies and approaches are working well?
3. What are the main challenges we are facing? How can we seek to overcome them?
4. Are we reaching the people we intended to reach with this project? Do we have reliable information to tell if our project targeting is on track?
5. Are there any aspects of the project that could be done in a more efficient and effective way within the budget available (without compromising on the quality and intended outcomes of the project)?
6. Have there been any changes in the context that we are operating in since the beginning of the project? Have any of these changes affected (positively/negatively) the project? Are there any other contextual changes anticipated? (Think in terms of changes in government services, with other service providers or donors, and political, social and economic changes)
7. Have salient risks been identified: the legal, financial and reputational risks that the Fund Manager is exposed to because of its legal status and contractual agreements? Are there adequate plans in place to mitigate the key risks?
8. Have we learned any crucial information that would be useful for other people to know who are implementing similar projects? Are there any things that have arisen that you wish you knew when you started the project?
9. Do any systems, procedures, roles, responsibilities need to be clarified, reviewed or re-communicated?
10. Are we on track to meet our targets? Are there any major 'red flags' at this stage that we need to tackle? Are we likely to meet the targets we set?
11. What are the key recommendations that have arisen out of this review that, if implemented will improve future project implementation?

The review shall primarily assess the implementation of project activities, examining whether they are on track, being executed as planned, and remain relevant to achieving the project objectives. The results outlined in the Logframe will serve as a reference for the assessment. The review findings should make qualified statements on the question of to what extent will the project achieve its intended objectives. The review should also scope out recommendations for future use of the findings/ learnings within the organization and beyond.

5. KEY QUESTIONS FOR THE MID-TERM REVIEW

The Review will consider the four DAC criteria of relevance, coherence, efficiency, and effectiveness. While the full set of DAC criteria also includes impact and sustainability, this Review will focus specifically on these four aspects to assess the project's implementation and progress. The selection of criteria aligns with the primary objectives and scope of this mid-term review.

- a) Relevance: The extent to which the programme is suited to the priorities of the start-ups, MSMEs, the Fund Manager and development partners.
 - To what extent is the project objectives and design responding to the final beneficiaries' needs and priorities?
 - To what extent the institutional arrangements/implementation modalities selected were appropriate to reach the most vulnerable start-ups and MSMEs in the green, circular and digital economy, including CRM?
 - How relevant is the blended finance facility to the country's green, circular and digital economy, including CRM sector priorities and private sector development strategy?
 - Are the outcome areas (still) relevant to the target beneficiaries?
 - Are there any other interventions that should have been considered?
- b) Coherence: The compatibility of the programme with other interventions in the country and the green, circular and digital economy, including CRM sector.
 - To what extent do key sector policies (green, circular and digital economy, CRM, private sector development etc.) support or impede the implementation of the GREENTech4CE Project?
 - To what extent are the coordination structures effective in complementing implementation of similar interventions supported by GRZ and donors to prevent duplication of efforts?
- c) Efficiency: This should include a review of the efficiency and value for money of the delivery structure involving the Fund Manager.
 - Were the financial resources and other inputs used efficiently to achieve outputs?
 - Do the outcomes of the project represent value for money?
 - To what extent is the relationship between inputs and outputs timely, cost effective and to expected standards?
 - To what extent the intervention delivers, or is likely to deliver, results within the intended timeframe, or is the timeframe reasonably adjusted to the demands of the evolving context?
- d) Effectiveness: The effectiveness of the delivery structure involving the Fund Manager including synergy between output areas in delivering the outcome needs to be analysed against project objectives.
 - To what extent is the project achieving the intended outcomes, in the short, medium and long term?

- To what extent is the project producing worthwhile results (outputs, outcomes) and/or meeting each of its objectives?
- To what extent has the project built on the strengths and opportunities of SHA and the consortium partner's effectiveness?
- To what extent are the processes to manage risks, including compliance risks, appropriate and effective?
- To what extent the project outputs contribute to the promotion of green and sustainable growth in Zambia and promote environmentally friendly, gender/youth-sensitive, economically viable diversification of the economy?

e) EU value added

- Has the Project brought additional benefits to what would have resulted from other donors' interventions only

In addition to the above questions, the Mid-term Review should also identify a range of recommendations for improvements to the GREENTech4CE Project in the areas of programme design, theory of change (at a programme level), management structure, governance structure and donor engagement in order to inform the next round of EU private sector focused programming in Zambia.

6. METHODOLOGY

The applicants are expected to clearly specify the methodology they propose for the Mid-Term Review in their response to these Terms of Reference. Applicants are expected to propose a review design that is rigorous and uses internationally recognised methods. The methodology proposed should show how the chosen data collection and analysis techniques will lead to a robust and credible set of conclusions and recommendations for the programme.

The Applicant should propose a detailed methodology for the mid-term review, including the specific data sources, methods of data collection and analysis, and stakeholder engagement approach they intend to use. The Applicant may propose methods and analytical techniques which will permit the review of the impact of the project to date although the primary concern of the mid-term review is to better understand the project, its operation and overall effectiveness and not to attribute impact to the project.

The Fund Manager may revise these methods during the review inception phase and advise on the sampling methodologies. It is expected that the review will use a mixed methods approach including:

- In depth case study analysis of interventions made.
- Qualitative analysis based on field visits, interviews, document review and review of other data sources.
- Quantitative analysis using monitoring data and other available data.



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In order to facilitate and to reduce disruption to grant recipients, the review team will coordinate with the fund manager on a visit schedule.

7. EXPECTED DELIVERABLES

The Consultant will be required to deliver the following:

- 1) **Draft Inception Report:** The Inception Report should cover: the validated review questions and each question should be accompanied by explanatory comments, judgement criteria, quantitative and qualitative indicators, methodological approach to data collection and analysis. The report should also include a detailed work plan, the activities to be implemented and the deliverables. The role and responsibilities of each member of the team should be stated as well.
- 2) **Final Inception Report**, incorporating feedback from M&E team (1 week from commencement)
- 3) **Presentation of Draft Findings Conclusions and Recommendations** to the Technical Committee.
- 4) **Draft Final Report** should be discussed with the Technical Committee and other stakeholders in order to provide comments. The report should be a **maximum of 20 pages** exclusive of annexes and should detail the following:
 - An assessment of the likely relevance, effectiveness, coherence of the Project and efficiency of the delivery approach.
 - Suggestions on how the project approach might be adjusted to enhance its overall impact and recommendations for any subsequent project extension.
 - A specific high-level report using the mid-term findings and conclusions to disseminate to EU and other stakeholders outlining the potential for scale-up of the project model.
 - At this stage it may not be possible to identify impact however the mid-term review will identify the trajectory of change and allow revisions to the review design and methodology to be implemented in preparation for the final review.
- 5) **Final Report** in the following format:
 - Executive summary
 - Intervention description
 - Review purpose
 - Methodology
 - Findings
 - Conclusions
 - Lessons Learnt
 - Recommendations
 - Annexes (such as list of people interviewed, key documents consulted, data collection instruments)
- 6) A PowerPoint presentation of the summary of findings and recommendations presented to the Technical Committee.



- 7) Final de-briefing on the report findings with the Fund Manager and EU Delegation.
- 8) A hard drive with Word and PDF versions of the report including annexes, power point presentation of findings and any data sets.

8. ADMINISTRATION AND LOGISTICAL ARRANGEMENTS

The Consultant will report to the GREENTech4CE Lead M&E Expert and will work closely with programme implementation team. The Consultant will be responsible for all logistic arrangements for him/herself and members of the review team. The Fund Manager will facilitate convening of meetings and site visits where necessary. All relevant expenses should be covered by the review contract budget.

The successful Consultant(s) will be provided with all documents relevant to the project such as the Theory of Change, Results Framework, programme implementation periodic reports, Donor Reports as appropriate etc. to support the review process

9. QUALIFICATIONS AND REQUIRED COMPETENCIES

The consulting firm / consultant must:

Specific competencies

- The lead Consultant should have at least a master's degree in International Development, Development Economics/Planning, M&E, Economics, Statistics, or any other related university degree in the field related to the assignment.
- At least 10 years' experience in evaluation of private sector programmes: e.g. programmes in Market Systems Development, preferably within green, circular and digital economy, SME development or other related fields. Experience of challenge funds is an added advantage.

General competencies

- Strong understanding of various quantitative and qualitative review methodologies, surveys, and econometric/statistical analysis.
- Demonstrated ability to communicate complex studies and findings in an accessible way for non-technical readers, including presentation of data in visually appealing ways, highly structured and rigorous summaries of findings and robust and accessible syntheses of key lessons.
- Experience with EU and other donor programmes is preferred.

Recommendation letters / references from previous clients should be provided covering the above.

10. TIME FRAME FOR THE ASSIGNMENT

It is anticipated that the consultants will start work on 1st June 2026. 30 working days are estimated number for completing the assignment. The Consultant will conduct the field work and give a preliminary presentation of findings to SHA, Consortium Partners and the EU project manager immediately after completing the fieldwork. The Consultant will have to submit the draft report to the Team Leader for review by 30th June 2026 and the final report be submitted by 10th July 2026. A presentation to the Technical Committee of the Programme Steering Committee will be made on a date to be confirmed.

11. BUDGET

The maximum budget for the assignment including fees, logistics, consumables and contingencies is around EUR 30,000.

12. OTHER

Suppliers Code of Conduct

Self Help Africa expects all its suppliers to respect the following Code of Conduct:

- Employment is freely chosen.
- Goods and services purchased are produced and developed under conditions that do not involve the abuse or exploitation of any persons including - but not limited to – children, women, minority groups etc.
- The rights of staff to freedom of association are observed.
- Working conditions are safe and hygienic.
- No exploitation of children is tolerated.
- Wages paid are adequate to cover the cost of a reasonable living.
- Working hours are not excessive and regular working hours are provided.
- No discrimination is practiced.
- Local labour laws are complied with.
- Social rights are respected.
- Suppliers comply with all statutory and other legal requirements relating to the environmental impacts of their business.

Confidentiality and Conflict of Interest

The Applicant undertakes that they will not at any time, either before or after the termination of this service, use or disclose or communicate to any person confidential information relating to the affairs of SHA. This restriction shall continue to apply after the termination of the service without limit in point of time. To ensure the independence of terms of their contract, the winning Applicant will sign a declaration certifying that they have no conflict of interests in relation to the tasks to be undertaken and undertake to inform SHA should this status change.

Terrorism and Sanctions

Terrorism and Sanctions: Self Help Africa (SHA) does not engage in transactions with any terrorist group/individual/entity involved with or associated with terrorism or individuals/entities that have active exclusion orders and/or sanctions against them. SHA will not knowingly purchase supplies or services from companies that are associated in any way with terrorism

and/or are the subject of any relevant international exclusion orders and/or sanctions. If you submit a bid based on this request, it shall constitute a guarantee that neither you/your company nor any affiliate or a subsidiary controlled by you/your company are associated with any known terrorist group or is/are the subject of any relevant international exclusion order and/or sanctions. Self Help Africa perform checks of suppliers against international lists including but not limited to those generated by the European Union (List of person, groups, and entities to which Regulation EC.No.2580/2001 applies, the US Government (Office of Foreign Assets Control list of specially designated Nationals and blocked persons and the United Nations (Consolidated List).

Exclusion criteria

Candidates or tenderers shall be excluded from participation in this procurement procedure if:

- a. they are bankrupt or being wound up, are having their affairs administered by the courts, have entered an arrangement with creditors, have suspended business activities, are the subject of proceedings concerning those matters, or are in any analogous situation arising from a similar procedure provided for in national legislation or regulations.
- b. they have been convicted of an offence concerning their professional conduct by a judgment which has the force of res judicata.
- c. they have been guilty of grave professional misconduct proven by any means which SHA can justify.
- d. they have not fulfilled obligations relating to the payment of social security contributions or the payment of taxes in accordance with the legal provisions of the country in which they are established or with those of the country of SHA or those of the country where the contract is to be performed.
- e. they have been the subject of a judgment which has the force of res judicata for fraud, corruption, involvement in a criminal organisation or any other illegal activity detrimental to the Union's financial interests.
- f. following another procurement procedure or grant award procedure financed by the Union's budget, they have been declared to be in serious breach of contract for failure to comply with their contractual obligations

Self Help Africa is completely against fraud, bribery, and corruption. Self Help Africa does not ask for money for bids. If approached for money or other favours, or if you have any suspicions of attempted fraud, bribery or corruption please report this immediately by email to confidential.reporting@selfhelpafrica.org. Please provide as much detail as possible with any reports.

13. PRESENTATION OF PROPOSALS AND SELECTION CRITERIA

The Consultant is therefore required to respond to the ToR with:

- Both technical and financial proposal not more than 8 (eight) pages detailing how the consultant will carry out the activity.

- The Consultant will quote his/her daily professional fees taking into consideration the applicable tax implications. The Consultant will be responsible for their own tax affairs. The schedule of the activities should also be outlined in the technical proposal.
- The Consultant should attach examples of relevant assignments in the specified field, especially related to any reviews completed / contracts with international non-governmental organizations.

The analysis of the technical and financial proposal will incorporate a quality-cost analysis using the criteria below:

Criteria	Weighting
1. Understanding of the TOR, proposed methodology and planning of assignment	25%
2. Track record in conducting similar scale reviews of private sector development programmes funded by donors and international agencies like the EU, IFC, FCDO, USAID, UN etc.	25%
3. Experience and suitability of the team leader and team	25%
4. Cost of the exercise (breakdown) <ul style="list-style-type: none"> a. Fee rates proposed for staff b. Travel and logistics c. Consumables 	25%
Total	100%

The chosen Consultant on signing of Contract is expected to also agree to, and sign, copies of SHA Code of Conduct, Child Protection Policy and Terms & Conditions.

The technical, financial proposal should be e-mailed to **GREENTech4CE Help Desk** helpdesk@greentech4ce.org **by 08:00 on 11thth May, 2026.**

APPENDIX: PROJECT LOGRFRAME

Results	Results chain	Indicator	Baseline value 2024	Target (value & reference year)	Sources of data	Assumptions
Impact (Overall objective)	Accelerate growth in Zambia through creating and sustaining green, circular, and digital economic opportunities for SMEs, women, men, and youths	Im In 1. Contribution to GDP of non-traditional target sectors (EUR).	9,368,772,727 (2023)	tbc	Zambia Statistics Agency GDP Annual Reports	Not applicable
		Im In 2. # targeted MSMEs demonstrating growth	0	500	GRZ / ZamStats Surveys Project M&E Reports	
		Im In 2.1. # MSMEs with an increased annual turnover	0	500		
		Im In 2.2. # FTE decent jobs sustained (disaggregated by gender, age and green / circular / digital economy)	4,000	4,000		
		Im In 2.3. # new FTE decent jobs created (disaggregated by gender, age and green / circular / digital economy)	0	2,000		
		Im In 2.4. % expansion of digital technologies and online services	tbc	tbc		
Outco	1. To attract more	Oc In 1.1: Value of private sector investments in green and circular	EUR 0	EUR 20,000,000	Investment tracker	Macro-economic stability

<i>Results</i>	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline value</i> 2024	<i>Target</i> (value & reference year)	<i>Sources of data</i>	<i>Assumptions</i>
	investment and facilitate growth of MSMEs in the green, circular and digital economy in Zambia	businesses models leveraged with the Action support				Liberal trade and investment environment maintained
		Oc In 1.2. # of targeted MSMEs a) recycling waste by type <ul style="list-style-type: none"> • Organic • Plastic • Metal • Glass • E-waste b) greening business operations c) investing in digital & FinTech business models	tbc	tbc	Company records Project and M&E Reports	
	2. To improve formalisation, consolidation, and management capacities of the targeted MSMEs, particularly youth and women-led,	Oc In 2.1. # MSME supported by the project (% women owned, % youth, % by region) to formalise/develop their businesses that are using the tools and skills provided by the Action	0	800	Project Database/Registration Certificate	Market conditions and competition among operators support financial innovation and increased access to finance for MSME.
		Oc In 2.2. # MSME supported by the Action that are formally registered	0	800	Project Database/Registration Certificate/M&E Reports	Growing demand and interest within the SME sector in Zambia for adopting green and circular economy principles and practices, drives continued need for technical assistance and qualified staff.



<i>Results</i>	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline value</i> 2024	<i>Target</i> (value & reference year)	<i>Sources of data</i>	<i>Assumptions</i>
	promoting their expansion into the green economy and digital business sectors.					
	1.1. 550 start-ups and micro-enterprises use technical assistance and grant support to increase skills and capacity in in the green, circular, and digital economy in Zambia	Op In 1.1.1. # start-ups and micro-enterprises supported by the Action accessing local, regional or international markets (% owned by women, % owned by youth, province)	0	330	Sales records/Project Reports	<p>Macroeconomic framework remains favourable for enterprise start up and growth.</p> <p>Continued reform of trade policies and reduced non-trade barriers enable competitive access to local, regional and international markets.</p> <p>Viable tools can be developed to access women and youth at scale and in the provinces.</p> <p>Financial institutions have the incentives and capacity to innovate.</p>
		Op In 1.1.2. # Start-ups and micro-enterprises supported with grants to grow their businesses	0	120	Database/Grant contracts	
	1.2. 250 SMEs use technical assistance and grant support	Op In 1.2.1. # SMEs supported by the Action accessing local regional or international markets (% owned by women, % owned by youth, province)	0	250	Sales records/Project Reports	

<i>Results</i>	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline value</i> 2024	<i>Target</i> (value & reference year)	<i>Sources of data</i>	<i>Assumptions</i>
	for business development	Op In 1.2.2. Increased trade volumes of targeted green and circular economy products by supported SMEs in local, regional or international markets (% owned by women, % owned by youth, province)	0	25% increase	Project Database/Project Reports Company Sales records/Project Reports	The financial sector regulatory framework and the macroeconomic situation allow for financial innovation. Increase in responsible business conduct become accepted with adoption for environmental, social and environmental standards.
		Op In 1.2.3. #SMEs supported with grants to grow their businesses	0	90	Database/Grant contracts	
	1.3. Financial Service Providers (FSPs)/investors offer increased number of products to green, circular and digital MSMEs	Op In 1.3.1. # Financial Service Providers, Impact and Venture Capital investors engaged to provide existing financial products to MSMEs (by type, sector, province, gender of the owner)	0	20	Database	GRZ's Green Growth Strategy, SME Policy and Start-up Bill are backed up by effective implementation.
		Op In 1.3.2. # new products: a) developed & tested, b) rolled out for MSMEs by Financial Service Providers, Impact and Venture Capital investors supported by the Action	0	3	Database/Project Reports	
		Op In 1.3.3. # MSMEs that through the Action's support have accessed products provided by Financial Service Providers,	0	1,000	Database/Project Reports	

<i>Results</i>	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline value</i> 2024	<i>Target</i> (value & reference year)	<i>Sources of data</i>	<i>Assumptions</i>
		Impact and Venture Capital investors (by type, gender and age of the owner)				
	1.4. Peer-led private-public learning events are held and policy briefs are developed to influence the green, circular and digital economy standards and practice	Op In 1.4.1. # learning / networking events aimed at improving standards and practice	0	12	Database/Events Reports	
		Op In 1.4.2. # policy and learning briefs developed and published	0	7	Database /Policy and Learning events	
	2.1. Business Development Service Providers (BDSPs) use technical assistance and grant support to increase the provision of	Op In 2.1.1. # BDSPs that receive support in green and circular business models and green finance to upgrade their services related to supporting MSME in the green, circular, and digital economies	0	11	Database/Grants contracts	The supported MSMEs receive on-going support by the Business Development Services Providers (BDSP).
		Op In 2.1.2. # BDSPs that develop and provide services targeted at women and youth-owned MSMEs with the support of the Action	0	11	Database/Grants contracts	BDSP develop sustainable business models. BDSP is appreciated by the different stakeholders and allow to

<i>Results</i>	<i>Results chain</i>	<i>Indicator</i>	<i>Baseline value</i> 2024	<i>Target</i> (value & reference year)	<i>Sources of data</i>	<i>Assumptions</i>
	services to MSMEs particularly in the green, circular and digital economy					increase the offer and keep it accessible to MSMEs. TVET graduates are able to find employment and/or start businesses.
	2.2. Technical and Vocational Education and Training (TVET) providers increase the quality of skills training and development opportunities for a green, circular and digital economy workforce	Op In 2.2.1. # Fabrication Laboratories (FabLab) established a) # FabLabs b) # Trainers certified c) # students using FabLabs	0	2	FabLabs	FabLab attracts sufficient students to remain viable with functioning equipment.
		Op In 2.2.2. # modules developed on green, circular and digital economy to align with the current industry skill needs	0	tbc	Modules	

Activity Matrix

Activities		
<p>Project start up</p> <p>0.1. Recruit project team</p> <p>0.2. Logistics and procurement</p> <p>0.3. Inception meeting</p> <p>0.4. Project staff training</p> <p>0.5. Project launch</p> <p>0.6. Programme Steering Committee (inc. TWG) establishment and meetings</p> <p>0.7. M&E plan development and sign off</p> <p>0.8. Baseline</p> <p>0.9. Information provision plan including website set up</p> <p>0.10. PMU SoPs</p> <p>OPI.1. (Start-ups and micro-enterprises): 550 start-ups and micro-enterprises use technical assistance and grant support for business development</p> <p>1.1.1. Identify suitable locations/regions/sectors to target through this action and include gender/youth</p>	<p style="text-align: center;">Means</p> <p><i>What are the political, technical, financial, human and material resources required to implement these activities, e.g. staff, equipment, supplies, operational facilities, etc.</i></p> <p><i>Personnel</i> Full time technical & support team Part time technical advisers Technical consultants Programme Management Board</p> <p><i>Consultants</i> Consultants for evaluations Legal Consultants Auditors for Expenditure Verification</p> <p><i>Equipment and Supplies</i> 2 4x4 vehicles Office equipment – computers, printer, camera, desks and chairs</p> <p><i>Operational facilities</i> Space in SHA Zambia Country Office Travel and per diem budgets Programme Steering Committee and its Technical Committee</p>	<p style="text-align: center;">Assumptions</p> <p>Stakeholders are willing to actively participate in the identification of suitable locations and scoping activities.</p> <p>Contracted BDSPs have expertise and accurately identify capacity and needs of start-ups and micro enterprises.</p> <p>Stakeholders and entrepreneurs (start-ups, MSMEs) are receptive to the development and adoption of green, circular, and digital economy value chains/clusters.</p> <p>Identified external technical assistance providers have the requisite expertise and availability for effective collaboration and service delivery.</p> <p>The grant issuance process, including calls for proposals, attracts a diverse pool of start-ups and MSMEs with viable business plans.</p> <p>FSPs and investors are interested in developing and piloting new green, circular and digital financial products.</p> <p>Private-public stakeholders actively participate in learning events and policy dialogues.</p>

Activities		
<p>assessment to identify constraints/opportunities for women and youths</p> <p>1.1.2. Identify and scope suitable start-ups and micro-enterprises (with consideration to potential clusters/sector and industry wide coordination)</p> <p>1.1.3. Conduct capacity/needs assessment of start-ups and micro-enterprises (by contracted BDSPs)</p> <p>1.1.4. Start-up and micro-enterprise Business Growth & Innovation Competition</p> <p>a) Call 1 launch and close</p> <p>b) Call 2 launch and close</p> <p>1.1.5. Facilitate development of green, circular, and digital economy value chains/clusters</p> <p>1.1.6. Identify and contract additional external technical support providers</p> <p><i>OP1.2. (SMEs): 250 SMEs use technical assistance and grant support for business development</i></p> <p>1.2.1. Identify suitable locations/regions/sectors to target through this action and include gender/youth assessment to identify constraints/opportunities for women and youths</p> <p>1.2.2. Identify and scope suitable SMEs (with consideration to potential clusters/sector and industry wide coordination)</p> <p>1.2.3. Conduct capacity/needs assessment of SMEs</p> <p>1.2.4. Financial support for business growth to SMEs</p>	<p>Costs</p> <p>Total FSTP Allocation = EUR 15,664,758 % Total Budget Allocated to FSTP & TA = 69%</p> <p>Total Technical Assistance Allocation = EUR 3,4,17,839 % Total Budget Allocated to FSTP & TA = 15%</p> <p>% Total Budget Allocated to FSTP & TA = 84.1%</p> <p>Subtotal Human Resources EUR 3,364,155 Subtotal Travel EUR 100,326 Subtotal Equipment and supplies EUR 106,668 Subtotal Project office EUR 249,630 Subtotal Other costs, services EUR 346,726</p> <p>6. Other</p> <p>6.1 OP1.1. (Start-ups and micro-enterprises): 550 start-ups and micro-enterprises use technical assistance and grant support for business development</p> <p>6.1.2.1 Initial Engagement Workshops: to bring BDSP</p>	<p>TVET providers are enthusiastic about adopting green, circular, and digital economy teaching modules, and students enrol in these new modules.</p>

Activities		
<p>a) Call 1 launch and close: EoI – Basic eligibility questions + PACRA, ZRA, company profile / current business plan</p> <p>b) Call 2 launch and close: EoI – Basic eligibility questions + PACRA, ZRA, company profile / current business plan</p> <p>1.2.5. Facilitate development of green, circular, and digital economy value chains/cluster</p> <p>1.2.6. Identify and contract additional external technical support providers</p> <p>Op. 1.3. (FSPs): Financial Service Providers (FSPs)/investors offer increased number of products to green, circular and digital MSMEs</p> <p>1.3.1. Identify suitable external funding sources for MSMEs e.g. venture capital - scoping and mapping</p> <p>1.3.2. Provide technical assistance to FSPs/investors about the green, circular, and digital economy</p> <p>1.3.3. Support FSPs/investors to develop and pilot new green financial products (includes providing grant support to FSPs)</p> <p>1.3.4. Facilitate linkages between MSMEs and FSPs/investors with green financing schemes</p> <p>OPI.4. (Private-Public Stakeholders): Peer-led private-public learning events are held, and policy briefs are developed to influence the green, circular and digital economy standards and practices</p> <p>1.4.1. Host learning / dissemination events</p> <p>1.4.2. Provide support to the African Circular Economy Network (ACEN) Zambian Chapter</p>	<p>providers together to discuss challenges, opportunities, and potential solutions to support Micro Enterprises and Start-ups EUR 2,520</p> <p>6.1.4.1 Independent review of recommendations from BDSP & PMU for TA / CapEx grants for micro enterprises EUR 50,000</p> <p>6.1.4.2 Start-up and micro-enterprise Business Growth & Innovation Prizes EUR 1,383,936</p> <p>6.1.5.1 Follow up Engagement Workshops: to bring stakeholders together to discuss challenges, opportunities, and potential solutions. EUR 20,800</p> <p>6.1.6.1 Advertising for TA providers. EUR 357</p> <p>6.1.6.2 TA consultant days. EUR 56,000</p> <p>6.2 OPI.2. (SMEs): 250 SMEs use technical assistance and grant support for business development</p> <p>6.2.2.1 Initial Engagement Workshops: to bring SMEs and BDSP providers together to discuss challenges, opportunities, and potential solutions EUR 1,890</p> <p>6.2.4.1 Independent investment committee recruitment - advert EUR 357</p> <p>6.2.4.2 Marketing and launch of calls for proposals EUR 758</p> <p>6.2.4.3 Concept note & Business plan review by IIC EUR 28,320</p> <p>6.2.4.4 Disbursement of grant funds (Medium) EUR 8,505,440</p> <p>6.2.4.5 Disbursement of grant funds (Small) EUR 2,619,155</p> <p>6.2.6.1 Advertising for TA providers EUR 357</p> <p>6.2.6.2 TA consultant days EUR 50,500</p> <p>6.3 Op. 1.3. (FSPs): Financial Service Providers</p>	

Activities		
<p>1.4.3. Provide follow-up support to the EU-Zambia Economic Forum with the EU-Zambia Business Club</p> <p>1.4.4. Issue awards to the best green, circular, and digital economy MSMEs</p> <p>1.4.5. Develop and publish policy and learning briefs on the green, circular, digital economy & critical raw materials</p> <p>1.4.6. Arrange and facilitate public-private sector dialogue</p> <p>OP2.1. (BDSPs): Business Development Service Providers (BDSPs) use technical assistance and grant support to increase the provision of services to MSMEs particularly in the green, circular and digital economy</p> <p>2.1.1. Identify BDSPs with potential to support MSMEs in the green, circular, and digital economy; scoping and mapping</p> <p>2.1.2. Recruit BDSPs via request for expressions of interest in green, circular, and digital economy</p> <p>2.1.3. Provide technical assistance to BDSPs to strengthen their knowledge on the green, circular, and digital economy</p> <p>2.1.4. Financial support: run call for proposals and issue grants to BDSPs</p> <p>OP2.2. (TVET Providers): Technical and Vocational Education and Training (TVET) providers increase the quality of skills training and development opportunities for a green, circular and digital economy workforce</p>	<p>(FSPs)/investors offer increased number of products to green, circular and digital MSMEs</p> <p>6.3.1.1 Advertising for TA providers EUR 357</p> <p>6.3.1.3 TA consultant days EUR 40,000</p> <p>6.3.2.1 Disbursement of grant funds EUR 783,150</p> <p>6.3.3.1 Disbursement of grant funds innovation EUR 796,320</p> <p>6.3.4.1 Annual contribution to Zambia Impact Investment Summit EUR 40,000</p> <p>6.4.1.1 Dissemination and Learning Workshops EUR 8,100</p> <p>6.4.5.1 Annual contribution to Zambia Circular Economy Forum EUR 68,276</p> <p>6.4.3.1 Strategy & Planning Workshop EUR 3,240</p> <p>6.4.4.1 Award & Celebration Event - Best companies EUR 4,500</p> <p>6.4.5.1 Commissioning policy research and policy briefs EUR 134,976</p> <p>6.4.6.1 Workshop on policy issues EUR 4,050</p> <p>6.5 OP2.1. (BDSPs): Business Development Service Providers (BDSPs) use technical assistance and grant support to increase the provision of services to MSMEs particularly in the green, circular and digital economy</p> <p>6.5.2.1 Advertising BDSP call for proposals EUR 357</p> <p>6.5.3.1 Advertising for TA providers EUR 357</p> <p>6.5.3.2 TA consultant days EUR 50,000</p> <p>6.5.4.1 Disbursement of grant funds EUR 1,576,750</p> <p>6.5 OP2.2. (TVET Providers): Technical and</p>	

Activities		
<p>2.2.1. Identify suitable locations and TVET providers; scoping and mapping</p> <p>2.2.2. Develop green, circular, and digital economy teaching modules for use by TVET providers</p> <p>2.2.3. Establish two fabrication laboratories (FabLabs)</p> <p>2.2.2. Develop green, circular, and digital economy teaching modules for use by TVET providers</p> <p>2.2.3. Establish two fabrication laboratories (FabLabs)</p> <p>Project Monitoring & Review</p> <p>0.11. Annual prBDSProject performance assessments</p> <p>0.12. Annual stakeholders meeting workshop (50 pax)</p> <p>0.13. Mid-term review</p> <p>0.14. Joint bi-annual monitoring & review with TWG</p> <p>0.15. Qualitative Impact Study (QuIP)</p> <p>Close out</p> <p>0.16. Final evaluation</p> <p>0.17. Final dissemination event</p> <p>0.18. Expenditure verification</p>	<p>Vocational Education and Training (TVET) providers increase the quality of skills training and development opportunities for a green, circular and digital economy workforce</p> <p>6.5.2.1 Printing handbook for TVET EUR 4,500</p> <p>6.5.3.1 FabLab - Strategy Meetings EUR 4,160</p> <p>6.5.3.2 Procuring, shipping and installation of equipment EUR 353,040</p> <p>6.5.3.3 Contribution to Annual Running Costs EUR 101,760</p> <p>6.5.3.4 Instructor training and linking with Global FabLab movement / accreditation of FabLab EUR 336,276</p> <p>Subtotal Other EUR 17,053,772</p> <p>7. Subtotal direct eligible costs of the Action EUR 21,213,729</p> <p>8. Indirect costs EUR 1,484,961</p> <p>9. Total eligible costs of the Action</p> <p>10. Contingency EUR 9.92</p> <p>11. Total eligible costs EUR 22,700,000</p>	