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**MedUP! Promoting social entrepreneurship in the Mediterranean region**  
**Reference: EuropeAid/155554/DH/ACT/Multi**

**PROJECT SUMMARY**

**DURATION:** 4 years, from 1 March 2018 to 28 February 2022

**COUNTRIES:** Morocco, Tunisia, Egypt, Palestine, Jordan and Lebanon

**PARTNERS**

**Consortium Leader:** Oxfam IT

**European Organizations:** DIESIS, Euclid Network, Impact Hub International.

**Oxfam Country EA:** Oxfam Novib (ONL) in Palestine, Tunisia and Egypt; Oxfam Great Britain (OGB) in Lebanon and Jordan; Oxfam Intermon (OES) in Morocco.

**Mediterranean Countries Organizations:** Sekem Development Foundation in Egypt, Tunisian Center for Social Entrepreneurship in Tunisia, Jordanian Hashemite fund for Human Development in Jordan, Enactus in Morocco, Agricultural Development Association (PARC) in Palestine.

**Associated:** Tuscany Region, Autonomous Region of Sardinia, Banca Etica, Associazione Imprenditrici e Donne Dirigenti di Azienda (AIDDA).

**INTERVENTION LOGIC**

**Global objective:** to promote an enabling environment in the Southern Mediterranean partner countries for the development of the social entrepreneurship sector as a driver for inclusive growth and job creation.

**Specific objective:** to increase economic inclusiveness and employment in Morocco, Tunisia, Egypt, Lebanon, Jordan and Palestine where adequate policies on social entrepreneurship are in place, public-private dialogue and exchanges of practices are promoted and high quality services for social enterprises are provided.

<p><b>Intermediary Outcome n.1:</b> Policy makers and key private and public stakeholders at local, national and regional levels are actively engaged in improving youth and gender sensitive policies and legal frameworks on social entrepreneurship</p>	<p><b>Op1.1</b> One national survey of key SE priorities, regulations and actors will be held for each country with the objective to have a clear and updated overview on priority issues and actors involved in the social entrepreneurship sector and the differential impact on gender in each targeted country</p> <p><b>Op1.2</b> Policy and regulatory frameworks at national level are strengthened mainly through advocacy activities</p> <p><b>Op1.3</b> Barriers entrepreneurial young women face in the MENA region are compared and contrasted</p>
<p><b>Intermediary Outcome n.2:</b> Quality and accessibility of support services for SEs and coordination among social entrepreneurship support organizations are increased</p>	<p><b>Op2.1</b> Sixty Social Entrepreneurship Support Organisations are trained in business development, SE innovation and social business technical assistance in order to be able to effectively support SEs to grow and scale up in a sustainable way</p> <p><b>Op2.2</b> Peer-to-peer learning, networking and partnership are facilitated among North-South and South-South key counterparts in order to build cross-border networks, share best practices and stimulate learning</p>
<p><b>Intermediary Outcome n.3:</b> Existing social enterprises expand their businesses and awareness of their impact is well spread among public audiences</p>	<p><b>Op3.1</b> One hundred SEs become more financially and socially sustainable and able to scale up</p> <p><b>Op3.2</b> Best practices on social entrepreneurship are widely disseminated among national, regional and international audiences for replication</p>

## LEVELS OF INTERVENTION

- **At macro level**, the Action will promote **policy and advocacy** initiatives and **public-private dialogue** to improve **regulatory and policy environments** at country and cross-country levels;
- **at meso level**, SESOs will be supported to improve the quality, innovativeness and outreach of their services targeting local SEs. This will be done through **capacity building** programs, establishing **strategic alliances** with local and international financial institutions and organizing **exchange and networking events** with counterparts in the Southern Neighbourhood and the EU;
- **at micro level**, the Action will assist social enterprises in targeted countries through appropriate **financial and technical support** and on **disseminating** promising and successful social enterprises at national, regional and EU level to help SEs grow and diversify and also to feed the advocacy work (at macro level) through evidence.

In general, the Action will stimulate the **participation of key relevant actors at national, regional and EU level** to develop an enabling social entrepreneurship ecosystem in each targeted country.

## BENEFICIARIES

### Target groups

- 1) **100 existing social enterprises** (estimated **1.500 young men and women employed**) that show a scalable model, are sustainable and generate a positive and long term impact on their territories. Particular attention will be given to SEs that are women and/or youth-led or which create jobs for young people and women especially in rural areas;
- 2) **60 SESOs** - estimated **480 technical staff** - working closely with SEs and willing to improve the quality of their services through innovation and adaptation;
- 3) **Governments officials and policy decision makers** see a potential in SEs as drivers for inclusive growth and want to improve their policies and regulatory frameworks.

**Final beneficiaries** of the Action will be:

- **targeted youth, women and their households (est. 8.000 people)**
- media and influencing institutions, governmental bodies and main donors, educational institutions, private companies and investors and financial institutions.

## APPROACH

The Action will improve the situation of the target groups and final beneficiaries in the following ways:

- 1) **Social enterprises and social entrepreneurs** will be supported in addressing specific problems they face such as a lack of access to adequate funding and technical support through strengthening their business skills and capacities;
- 2) **Intermediary organisations and business support services providers (SESOs)** will benefit from capacity building, networking activities between national/regional public and private key stakeholders and their European counterparts (*networking and learning events/peer exchanges*) with the objective of enhancing their capacities and the quality/innovativeness of services provided by technical staff to SEs;
- 3) **Governments and policy makers** will participate in policy and advocacy initiatives, in public-private dialogues and stimulated in fostering effective policy environments and culture of SE tackling the structural barriers to services and finance for SEs.

## ACTIVITIES

### A.0.1 Setting-up the management and governance structure of the project

- Signature of **partnership agreements** between Oxfam Italy and each co-applicant (rules, procedures, roles and responsibilities for a sound management and monitoring set-up);
- **Steering Committee (SC)** set up (representatives from the applicant and co-applicants)
- **Regional Project Management Unit (RPMU)** set-up, to coordinate and oversee the overall activities, organize reporting, monitoring and evaluation. The RPMU will be directly linked to the Oxfam Regional Platform to ensure strategic alignment of the Action with the programs Oxfam is carrying out in the region.

The RPMU will be mainly composed of a Regional Program Manager (based in the Oxfam Regional Platform), a Finance manager and Technical experts based in their HQs and in the region.

- **Country Project Management Unit (CPMU):** directly linked to the RPMU and composed by a Country Project Coordinator and local key staff. The CPMU will ensure sound implementation of all in-countries activities and their compliance with the EU rules.
- **Three working groups** (one per each level) composed of staff from the RPMU and from the CPMU, they will meet to discuss specific operational issues, to facilitate coordination and strategic decision-making on activities and ways of working;
- **First regional coordination meeting** to ensure staff and partners alignment with the global work methodology.

**Roles:**

- **Oxfam** will prepare the partnership agreements in a participatory way and in collaboration with **European Co-applicants, Southern Mediterranean Co-applicants, Affiliated Entities and Associates** and will recruit the key staff for managing the activities at regional and country levels in collaboration with the Oxfam Regional Platform.

**WITH REFERENCE TO ESTIMATED RESULT N. 1:**

**A.1.1.1 Carry-out national and regional analyses of the main social entrepreneurship perceptions, actors and priorities including barriers to, and economic impact of, women and youth entering the regional labour force**

- national baseline surveys in each targeted country to clearly identify SE public and private actors (SEs, SESOs etc.), initiatives, policies and legal frameworks in place, in addition to main challenges of the sector and other relevant issues. The baseline will measure the social economy and social entrepreneurship perceptions and priorities including barriers to, and economic and social impact of women and youth entering national labour force across the targeted countries.
- Comparative analysis of the survey findings to analyse common trends, perceptions, etc. at the MENA level
- Gender-focused research undertaken at the regional level

**Roles:**

- **Oxfam** will commission the survey in the targeted countries and will coordinate the activity with implementing partners or co-applicants in each country.
- **Implementing partners** will facilitate the survey and will provide the needed access to entrepreneurs and stakeholder and relevant actors.
- **Oxfam's Gender Justice experts** will ensure that the TOR for the consultancy includes a gender sensitive approach and research questions.
- The **Gender experts** will review the survey results and integrate the key findings and recommendations of the survey ensuring that gender is mainstreamed and interventions are carried out in a gender sensitive manner.
- Additionally, **other stakeholders** will be involved, such as University/research institutes, SESOs, financial relevant ministries.

**A.1.1.2 Conduct policy and advocacy initiatives on the importance of social entrepreneurship as a mechanism for inclusive growth and job creation at national and cross-country level.**

- (i) National and regional advocacy events in each targeted country to enable open and effective exchange of information and views, and to build on existing SE initiatives for inclusiveness and social-economic impact and to facilitate synergy, complementarity and harmony among countries
- (ii) 3 Peer Regional Reviews (1 per year starting from the second year) involving national policy makers and public and private actors that meet to enhance policy adaptation/development based on mutual learning, networking and partnerships.
- (iii) three study visits to EU countries, where participants will be able to meet EU counterparts and their ecosystems **plus**
  - eight tailored (based on need assessment) activities in MENA countries to be selected are foreseen
- (iv) advocacy at the regional level showcasing success stories of young MENA women in business across using creative and innovative media – through the use of a short documentary, podcast series or twitter chats hosted by successful women entrepreneurs

(v) advocacy training for SEs and relevant public and private actors, to ensure that effective advocacy techniques on social entrepreneurship are used.

**Communication materials** will be developed and used as part of the communication and advocacy initiatives based on best practices, success stories and lessons learned on local, national and regional levels.

***Roles:***

- **Southern Mediterranean co-applicants** and **Oxfam local offices** will coordinate the implementation at country level and access to policy makers and relevant public actors in each country.
- **Diesis** will coordinate Peer Reviews and study visits in the EU.
- **European co-applicants** and **Associates** will support regional events.

**A.1.1.3 Enhance public-private debate and stimulate initiatives and policies supporting social entrepreneurship for and including women and youth.**

- A series of national networking events (round tables, workshops) to support public-private dialogues, linkages with past and current social business initiatives, projects and networks in each targeted countries

***Roles:***

- **Oxfam and national co-applicants** will jointly coordinate the activity in each country and engage with national stakeholders, donor agencies, government officials and SESOs at different levels.
- **European co-applicants** will stimulate the participation of key European stakeholders
- Associates of the Action will put at disposal their national and international contacts in order to stimulate links and dialogues.

**WITH REFERENCE TO ESTIMATED RESULT N. 2:**

**A.2.1.1 Conduct national needs assessment of targeted SESOs**

In each country Oxfam will recruit a consultant/s – supported by local staff - to work closely with local partners.

***Roles:***

- **Euclid Network** will coordinate the activity by providing international experts for the assessment of the capacity building needs of SESOs;
- **Southern Mediterranean co-applicants** in each country will support the activity through local experts.

**A.2.1.2 - Provide technical support to SESOs to develop innovative products and services targeting social enterprises.**

- 6 training workshops (one per country, based on need assessment) on topics: design thinking, social business model canvass, lean methodology, crowd-solving/funding, access to impact investors, inclusive business acceleration and others;
- manuals/toolkits will be developed
- in each country, two training sessions and workshops and coaching sessions addressing existing SESOs (10-12 SESOs technical staff) will be organized during three years with focus on the following topics: theory of change, new social innovation methodologies, impact measurement, screening and profiling of social entrepreneurs

***Roles:***

- **Impact Hub** will coordinate the activity by designing, shaping and implementing the trainings and by providing international experts for leading and facilitating the process, consulting with Euclid Network and Diesis.
- **Southern Mediterranean co-applicants** in each country will give methodological steers and support the activity by organising logistic for the seminar and recruit trainees among the targeted group.

**A.2.1.3 Promote networking activities between social entrepreneurship support organizations and local financial institutions**

- Thematic panel discussions, consultation meetings, regional workshops and seminars, study tours and field visits for financial institutions to acknowledge different products in other countries in the region particularly for women and youth entrepreneurs
- Networks of financial institutions

***Roles:***

- Southern Mediterranean co-applicants will coordinate with Oxfam country offices
- European and co-applicants and associates will facilitate the connections with international financial institutions and investors.

**A.2.1.4 Organize exchange and networking events between public and private key stakeholders and their counterparts in the EU and in the Southern neighbourhood**

- Peer-to-peer learning will be used to develop SESOs capacities and knowhow, to establish or strengthen transnational ties between organisations and to foster alliances between larger and smaller organisations.
- 10 participants per country will be identified (1st year) to take part in this activity and ad hoc toolkits will be provided.
- regional events to develop or intensify relationships within the Mediterranean region
- 6 local networking and learning events (1 per country) to disseminate learning from peer exchanges
- 1 EU final event
- online regional platform connecting SESOs, SEs, financial institutions and relevant public institutions
- regional Scale-Up Boot camp for Social Entrepreneurs: successful entrepreneurs will participate in a 3-4-day scale-up boot camp, in which they develop social venture in groups of 3-4 peers and work on a business pitch.

***Roles:***

- **Euclid Network** will manage this activity and develop the reporting structure
- **All partners** contribute to identifying local participants in peer learning activities (10 per country).
- **Euclid Network** will coordinate boot camps and exchange events at international level in strong collaboration with Southern Mediterranean and European co-applicants and associates.

**WITH REFERENCE TO ESTIMATED RESULT N. 3:**

**A.3.1.1 Setting-up sub granting schemes for financial support to selected social enterprises**

- A sub-granting scheme is designed and implemented to support promising SEs with a high potential in terms of competitiveness, job creation and social innovation in strategic sectors in each targeted country
- A manual will be prepared defining the main rules and procedures to finance the SEs (from the information up to the collection and selection of and support to SEs)
- A dedicated portal will be created to inform on the criteria and conditions to access the sub-grants and also to collect applications
- Sub-grants will be provided after an in-depth analysis of the applications received by an Evaluation Committee, ad hoc established.

***Roles:***

- **Southern Mediterranean co-applicants** will manage the sub-granting component in their respective countries by recruiting a Sub-Granting Officer in charge of ensuring that all the procedures are duly applied and services are effectively provided to SEs.
- **Oxfam** will oversee the process and will define the main rules of the scheme in collaboration with relevant local and European partners.
- **All the partners** will contribute disseminating the sub-granting opportunities for SEs.

**A.3.1.2 Provide technical assistance services for the development of viable social enterprises**

- The SEs selected for sub-granting support will also receive tailored technical assistance (for leadership, management, human resources, governance, policy making, financial literacy, business development, campaigning and communication) through the network of targeted SESOs benefiting of the capacity building work at meso level in each country.
- Technical assistance services will be provided on a fee-for-services basis: SEs will have the possibility to pay through the received sub-granting.

***Roles:***

- **Southern Mediterranean co-applicants** will be responsible for the coordination of this activity, advising SEs on services they might need and linking SEs with SESOs.
- **Oxfam affiliates** will facilitate the process to ensure a smooth sub-granting management in each country.

### **A.3.1.3 Collecting good practices of promising social enterprises and disseminating them at national, regional and European level**

(i) **scoping and analysis phases:** identification of the most successful and replicable social entrepreneurship practices and social enterprises in each targeted country (at least 10 per country and focusing on youth and women).

(ii) **dissemination phase:** successful SE stories will be included in a short documentary that, with a guidebook, will be distributed to the general audience for awareness purposes, to existing and potential social entrepreneurs to spread best practices and to SESOs to provide materials to disseminate amongst entrepreneurs. These case studies will be featured in the communication channels of the partners involved: on line platform, dedicated page on Facebook, Twitter and LinkedIn, informative materials (leaflets, brochures), informative seminars and press conferences.

#### ***Roles:***

- **Oxfam** will lead this activity based on its large track record in communication for advocacy
- **Impact Hub** will provide the Mapping methodology.
- **Local partners** will assist in the identification of successful SEs and providing inputs on the guide as well as in the organization of events
- **All the partners** of the Consortium will facilitate dissemination through their respective network.

### **A.3.1.4 Defining a strategy for the replication of successful social enterprises.**

- Review and adaptation of methodologies used in the Scaling programme (an Impact Hub programme to support the scalability and replication of successful SEs to new countries)

The strategy will include two main sub-activities:

- identification of the SEs willing to be replicated in other geographical contexts;
- organization of exchange/coaching activities (matching) with aspiring social entrepreneurs to concretely stimulate the set-up of new businesses.

#### ***Roles***

- **Impact Hub** will design the methodologies to identify and replicate businesses
- **Southern Mediterranean co-applicants** will facilitate the organization of matching/exchange activities among social entrepreneurs.

### **LIST OF PUBLICATIONS**

- Report of the initial survey of SE sector, actors, priorities, challenges, etc.
- Toolkit on SE management
- Regional comparative gender-focused research to compare and contrast the characteristics, contributions and challenges of women business owners in MENA (building on from 2007 IFC/CAWTAR research<sup>22</sup>)
- Manual of procedures for managing sub-grants
- Guidelines for SEs replication
- Communication and visibility plan
- Toolkit for Peer Exchanges between SESO

### **DISSEMINATION AND REPLICATION PLAN**

- Online regional platform (A2.1.4) both a dissemination tool and a platform to develop new common initiatives. Each co-applicant's staff will be trained about how to use and update them without recurring to extra external services, so these instruments will remain after the Action and continue their functions;
- participation to regional and national social business support meetings and fairs as well as the organization of boot camps (A2.1.4)
- use of social media (dedicated page on Facebook, Twitter and LinkedIn)
- informative materials (leaflets, brochures)
- informative seminars and press conferences
- short documentary and guidebook on successful SE (A3.1.3)
- replication strategy (A3.1.4)