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by the European Union



Promoting social entrepreneurship in the Mediterranean Region

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

Terms of Reference (ToR)
for
Mid-Term Evaluation of the Project

A. BACKGROUND

1. The project

1.1. 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).

1.2. 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 (SEs) are provided.

<p><u>Intermediary Outcome n.1:</u> 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><u>Op1.1</u> 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. <u>Op1.2</u> Policy and regulatory frameworks at national level are strengthened mainly through advocacy activities. <u>Op1.3</u> Barriers entrepreneurial young women face in the MENA region are compared and contrasted</p>
<p><u>Intermediary Outcome n.2:</u> Quality and accessibility of support services for SEs and coordination among social entrepreneurship support organizations are increased</p>	<p><u>Op2.1</u> Sixty Social Entrepreneurship Support Organisations (SESOs) 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 <u>Op2.2</u> 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><u>Intermediary Outcome n.3:</u> Existing social enterprises expand their businesses and awareness of their impact is well spread among public audiences</p>	<p><u>Op3.1</u> One hundred SEs become more financially and socially sustainable and able to scale up <u>Op3.2</u> Best practices on social entrepreneurship are widely disseminated among national, regional and international audiences for replication</p>

1.3. Levels of intervention

MedUp! is a multicounty project with a strong regional dimension that is rooted on 6 different and specific context. The MedUp! strategy is implemented following the 3 levels of intervention below:

- 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.

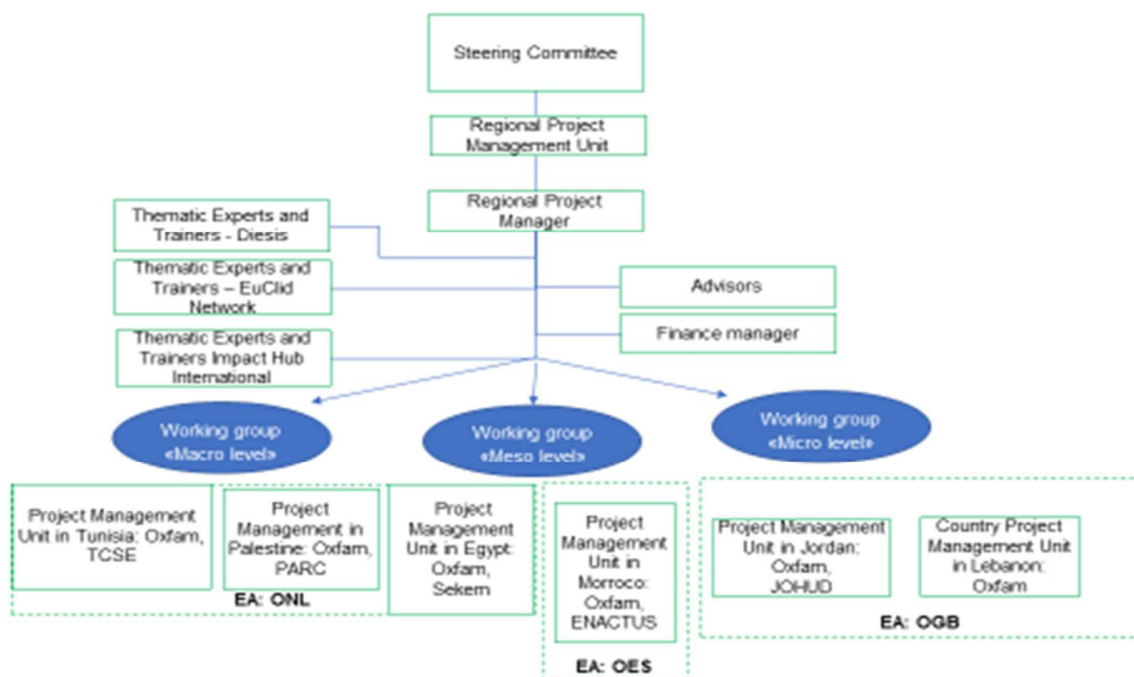
1.4. Organizational structure

The project implementation has two main management structures' levels:

- 1) Regional level: 1 Regional Project Management Unit is established and composed of a Regional Project Manager, Thematic Coordinators, Gender Advisors, MEAL advisor, Finance Manager;
- 2) National level: 6 National Project Management Units (PMUs) are in charge of the implementation of activities in each country of intervention.

In terms of Governance, there is a Steering Committee in charge of providing strategic steers for an effective implementation of the project. The Steering Committee is composed of members of each partner and from countries.

Below is an organogram of the project implementation team:



1.5. 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.

(Refer Annex 1: MedUp! project's Logical Framework for details)

2. Project implementation

The project started in March 2018. The first year of the project was mostly dedicated to set-up the entire management and governance structure of the project at regional and country level and to establish the bases for collaboration and connections among all the partners and country teams. Indeed, given the combined perspective of the project, there has been a strong need to clarify roles, responsibilities, ways of working and coordination mechanisms among the different parties involved to ensure proper implementation. All this work, combined with very diverse and complex national contexts of intervention, consisted in several challenges that country management units had to face to get governmental approval to operate (Jordan, Egypt) and develop comprehensive contracts and agreements. As a result, the first year project implementation experienced some delay that also affected negatively the Consortium's capacity to spend the allocated budget. However, this delay have been recovered during the second year (March 2019 – February 2020).

Among the challenges, the Action is facing, it is important to mention that social entrepreneurship is a nascent sector with a potential to grow and generate positive impact if proper institutional commitment and ecosystem development are ensured. Indeed, even if social cooperatives have been existed in the region since long-time, they represent only a part of the whole spectrum of actors composing the SE ecosystem. The innovativeness of social entrepreneurship as sector consists in enabling other different kind of actors (associations, private companies, foundations, NGOs) to become protagonists of social change while pursuing activities in an entrepreneurial and sustainable manner.

The contribution of the Action is key especially in relation the influencing work towards national governments to stimulate enabling environments for social entrepreneurship and in terms of direct support to social entrepreneurs to solve social problems in challenging environments. Finally, the Action has the ambition to bring innovation and positive change at different levels, by addressing political impediments for SE to grow, by creating new spaces for strategic connections and collaboration among SESOs and by helping SEs to scale-up and become inspiring examples for similar initiatives to grow in other geographical areas.

Here below, a diagram describing the logic of intervention is reported:



B. MID-TERM EVALUATION

MedUp! project is approaching now the end of the second year of implementation (completing a half of the four-year intervention period). Therefore, to assess whether the project is successful in achieving its targets and results, there is a need to undertake a comprehensive evaluation exercise to evaluate the project's performance by looking at practices and ways of working at regional level and in each country of implementation. The Mid-Term evaluation is intended to assess whether targets and results (together with the performance's indicators reported in the logical framework) can be achieved within the project timeframe, if the implemented regional approach is functional to meet project objectives and to get useful learnings from the implementation during the first 24 months of the project. For this purpose, Oxfam Italia is looking for a Consultancy Firm with solid experience in conducting assessment exercises of complex programs in the MENA region.

3. Purpose

The MedUp! Mid-term Evaluation aims at assessing the a) Relevance, b) Coherence, c) Effectiveness, d) Efficiency and e) Sustainability of the project against its overall objective and the main outcomes. Furthermore, the Mid-term Evaluation has the objective to assess the effectiveness both of the regional and national strategies, to highlight key learnings coming from the direct implementation of the project in target countries and so to provide operational recommendations for the Regional Management Unit and for the National Management Units to strengthen the capacity of the project to deliver effective activities.

The evaluation purpose is focused on both accountability and learning. Therefore, the main evaluation questions are the following:

A. Relevance.

Assessing relevance means understand to what extension the intervention objectives and design respond to beneficiaries', regional, country, and partner/institution needs, policies, and priorities, and continue to do so if circumstances change. Questions to consider are: To what extent are the objectives of the program still valid? Are the activities and outputs of the program consistent with the overall goal and the attainment of its objectives?

B. Coherence.

Assessing coherence means analyse the compatibility of the project with other interventions in a country, sector or institution. Questions to consider are: To which extent other interventions support or undermine the project, and *vice versa*? Which are the synergies and interlinkages between the project and other interventions carried out by the same institution/government, as well as the consistency of the project with the relevant international norms and standards? Which is the consistency of the project with other actors' interventions in the same context?

C. Effectiveness.

Assessing effectiveness implies measuring the extent to which the project achieved, or is expected to achieve, its objectives and results, including any differential results across groups. Questions to consider are: To which extent the project has already achieved its objectives and results or is likely to achieve them in both output and outcome levels? What have been the achievements and challenges of the MedUp! project, both at regional and national level? What enabled the achievements? What kind of measures the project adopted in order to put in place the strategy at regional level? What were the major factors influencing the achievement (or non-achievement) of objectives? How has Oxfam and MedUp! partners responded to challenges? What has been the effect and value of the activities to support partners to promote social entrepreneurship? What SESO, social enterprises, national and subnational authority, partners and project / regional management units learnt from the project implementation and from the ecosystem? How has the initiative influenced the appropriate stakeholder community, and what capacities has it built? What has been done to address the structural barriers that hinder women social enterprises in the different countries?

D. Efficiency.

Assessing efficiency means measuring the extent to which the project delivers, or is likely to deliver, results in an economic and timely way. The focus of this assessment should be less on cost-efficiency (in comparison to alternative approaches to achieving the same outputs) and more on process-efficiency. Questions to consider are: Were activities cost-efficient? Were objectives achieved on time? What has been effective in engaging/influencing communities, government at different levels & other stakeholders to strengthen social business?

E. Sustainability.

Assessing sustainability means measuring the extent to which the net benefits of the intervention continue, or are likely to continue. The project needs to be financially, economically, socially, environmentally, and institutionally sustainable. Questions to consider are: To what extent the benefits of a project continue after donor funding ceased? What were the major factors that influenced the achievement or non-achievement of sustainability of the project? How have partners' capacities for influencing social business changed? How are the perspectives and priorities of women and young people addressed across all the project activities? Is there evidence that the project is likely to grow – scaling up and out – beyond the project life?

4. Objectives

- A. Identify, assess and document the evidence for the achievement of expected and unexpected results of the project towards the intended outcomes following the regional dimensions and the three levels of intervention (macro, meso and micro).
- B. Assess the relevance, coherence, effectiveness, efficiency and sustainability of the project related to contribution to partnerships, accountability, value for money from the perspectives of different stakeholders, capacity to generate long-term impact and development processes that continue after the project duration. This can include the appropriateness and relevance of the beneficiary selection.
- C. Identify key learnings, lessons, good practices, areas to be strengthened and provide recommendations to inform the revision to the strategies that currently in use.
- D. Assess whether the current management and governance structure of the project is fully functional to reach the project's objectives or there is a need to make operational adjustments, with reference to for the regional and gender dimensions.
- E. Identify potential risks that can impact on the project due to socio-economic, political and other factors. (Project already has the risk management matrix, it needs to be reviewed and updated.
- F. With particular reference to the sub-granting component of the project (1 million Euros will be disbursed to local social enterprises), assess the effectiveness of this financial support and elaborate key recommendations.
- G. Assess the existing strategies for sustaining the project and recommend measures for strengthening the same. This can be linked with the governance structure, decision making process, project implementation modality, steering committees etc.
- H. Facilitate a participatory process with staff to review, advice and guide the overall project management strategy and its strengths and weaknesses.
- I. Apply a strong gender inclusive analysis throughout the evaluation as this theme being implemented during the lifespan of the project. This can be done by reviewing the existing plans (e.g. Gender Action Plan; GAP) and assessing the progress against each activity and their intended targets.
- J. Identify external environment challenges and opportunities that had impacted on the project progress.
- K. Advise about possible and applicable measures and decisions that can increase the project's capacity to put in place activities at macro, meso and micro levels that are sustainable and well anchored to national and regional social entrepreneurship ecosystems.

The evaluation findings and recommendations will be used as a basis for well-grounded strategic reflection on possible changes to be applied to the existing strategies and project management.

5. Geographical area

The project is implemented both in rural and urban area of the following Middle East and North African (MENA) countries: Morocco, Tunisia, Egypt, Palestine, Jordan, Lebanon.

The Mid-Term Evaluation will be done by combining work on remote and field missions in the target areas. The field-visits will have the purpose of collecting field data from partners, stakeholders and beneficiaries. Per each country of implementation, a stakeholder's map will be made available to the selected consulting firm.

(Refer Annex 2: List of the partner and stakeholder for each county)

6. Evaluation approach and methodology

To select the consultant in charge of conducting the Mid-Term evaluation, Oxfam Italia expects to receive clear technical and financial proposals clarifying the following:

6.1. Approach

- A. Evaluation will employ both qualitative and quantitative methods for data collection supported by an extensive review of secondary information on demography and issues that are relevant to the project.
- B. Evaluation will be conducted using semi-structured questionnaire/s (SSQ), Key Informant Interviews (KIIs), Focus Group Discussions (FGDs) and gender / feminist sensitive tools. Per each data-collection methodology, the consultant must develop specific questionnaire/guidelines that will be made available as annexes in the final report. The information so gathered will be triangulated to obtain a more accurate picture.
- C. The data collected on the ground, both in urban and rural areas, should show segregation of beneficiaries by gender and age, and it has to be carried out in at least three (3) countries where the project is implemented as described under section 5. The 3 countries will be identified with the Regional Management Unit. For the countries not included in the field visits, the data collection will be done remotely and in close coordination with the interested PMUs.
- D. In conducting the Evaluation, the Consultant must be in constant coordination with the Regional Project Management Unit (especially with the MedUp MEAL Advisor and the Regional Project Coordinator). As part of the technical proposal submitted, the Consultant should propose a plan to make sure the necessary coordination will be ensured.
- E. Outline Oxfam's focus on gender and inclusion with a specific focus on what this means in the context of this evaluation's focus. In line with Oxfam's values and organizational ambition, the evaluation should seek to prioritize a focus on gender and inclusion and trying to understand the extent to which the project or program applied gender-sensitive and inclusive approaches and explicitly aimed for results that improve the rights of all groups and that contribute to gender justice.

6.2. Methodology

- A. Review project documents (including the project proposal, Log Frame, M&E Plan) and carry out preliminary interviews with the relevant staff. Review the existing M&E tools in each country to ensure they capture data sufficiently.
- B. Develop detailed Evaluation Proposal and Inception Report along with the questionnaires, methodologies and work plan.
- C. Upon approval of the Evaluation proposal / Inception report, collect data at field level and remotely as per schedule, interpret and analyze them. Pay extra attention to data related to gender while collecting data and reporting on findings.
- D. Review the information available in the project and progress reports (half-year and annual) generated by project staff and triangulate them with the evaluation findings.
- E. Assess the relevance, coherence, efficiency, effectiveness and sustainability of the project (by using indicators) as to whether it is on track and progressing towards the intended outcomes. Use country analysis data, information against the indicators, and perspectives provided by stakeholders through key informant interviews / focus group discussion as a basis for the Evaluation team's assessment.
- F. Identify the reasons for delays.
- G. Capture the evidence for the project's achievements in the form of case studies also.

H. Review the project management style and provide recommendations for greater efficiency.

6.3. Sampling methodology and sample size

The intended total number of final beneficiaries of this project is 8.000 people. The prospective consultant is expected to propose a methodology and sample for the Evaluation in his / her proposal.

7. Responsibilities of the consultant

The consultant is required to:

- A. Take the responsibility for the Evaluation and appoint a person as the contact point with Oxfam Italia for all the liaison and coordination;
- B. Compose the Evaluation team that is capable to deliver the output of required quality in time and mention the team composition in his / her proposal;
- C. Make necessary appointments for the key informant interviews, mobilize participants, including direct beneficiaries (mainly social entrepreneurs, social enterprises support organizations, policy makers), for focus group discussions and visit the partners for data collection. The project staff in the country (i.e. PMUs), however, would support and participate at FGDs. Oxfam will provide necessary authorizations through letters to use the organization names by the consultant. All communication and coordination in the country for collecting data should be the consultant's responsibility;
- D. Manage all the logistics of field survey in coordination with MedUp Project Management Units;
- E. Train an adequate number of enumerators that will be recruited in cooperation with the Oxfam country team for the field survey and supervise their work (both progress and the quality);
- F. Ensure that all his / her personnel employed are following the Code of Conduct and the policies of Oxfam and a declaration to this effect is signed by them;
- G. Submit the deliverables (mentioned under item 9 below) on / in time, and,
- H. Maintain the confidentiality of all information gathered. (Prior to undertaking, the consultant will have to declare that the information gathered would not be used for a purpose other than for those stipulated in the ToR).

8. Responsibilities of OXFAM ITALIA

As the organization commissioning the Evaluation, Oxfam Italia will:

- A. Provide all the relevant documentation for the Evaluation's purposes
- B. Hold the responsibility for the provision of feedback / comments for inception report, questionnaires, draft report and presentations as per the agreed time frame. Consultant can suggest the time frame;
- C. Provide the templates for reporting and financial settlements;
- D. Keep the relevant stakeholders (who are to be interviewed by consultant) informed about the evaluation;
- E. Make necessary arrangements for meetings and presentation whenever required;
- F. Review the timeline of evaluation and make necessary amendments in consultation with consultant, and
- G. Pay as per the agreed schedule upon the completion of minimum requirements.

9. Deliverables

The consultant is liable for the following deliverables:

- A. An inception report, including details such as work plan, questionnaires, guidelines FGDs and KIIs checklist and a field survey plan. (This needs to be agreed with Oxfam Italia prior to the start of field survey);
- B. Final evaluation report with executive summary. This needs to be submitted according to the following procedures:
The consultant will prepare a draft report and share with Oxfam Italia followed by a PPT presentation of findings on a prior agreed date. Oxfam Italia will feedback on draft report and the consultant then have to finalize the report. Report should be comprehensive with benchmarks of all indicators set in log frame and other crosscutting issues and case studies. The consultant needs to submit the electronic version (i.e. Word, Power Point, and Excel);
- C. It could be requested to attend a regional meeting (fully funded by the project) to present the findings (or the preliminary findings) of the evaluation with all the Consortium's partners.

The working language for the elaboration of all deliverables is English.

The period for the assignment is 3 months starting from the date of signing the contract until the submission of final report.

10. Competency of consultant

The consultant should possess extensive experience (minimum 10 years) in undertaking evaluations of complex multi-country/regional development programs (special attention will be given to the experience in assessing initiatives insisting on entrepreneurship and private sector support as well as in assessing EU funded projects) and in-depth knowledge on relevant sectors and conducting evaluations, surveys researches etc. The proposed team shall comprise personnel with extensive experience (at least seven years) in the related field. The consultant should also have:

- Excellent knowledge of EU practices and procedures for project implementation;
- Expertise in project cycle management and extensive knowledge of Monitoring Evaluation Accountability and Learning systems and data collection methods;
- Deep knowledge of the social entrepreneurship sector and inclusive finance mechanisms
- Previous experience in working with INGOs' procedures, approaches and operations;
- Acknowledged similar consultancies with recognized organizations;
- Demonstrated analytical and writing skills;
- Excellent knowledge of English (Arabic would be an asset);
- Computer skills (advanced user of Microsoft Excel or similar software; statistical software is an asset);
- Desirable: previous experience and knowledge of the area.

11. Evaluation of proposals and selection process

The potential and interested firms / individuals are required to submit a comprehensive proposal describing / articulating the work requirements outlined in this ToR. The language proficiency of the proposed personnel, especially of the field enumerators are important to indicate in the proposal.

All proposals will be evaluated based on internally agreed criteria as follows and considered during the proposal assessment process:

(The weight for the each criteria given in percentages)

- A. Specific and extensive expertise in social entrepreneurship of the consultant (at least the Team Leader) (15%);
- B. Proposed team / personnel which includes composition of team such as principal investigator, statistician, social business specialities, gender specialist etc. and their educational qualification and experiences (25%). With equal competences, gender-balanced teams will be favourite;
- C. Methodology and work plan which includes approach / evaluation design, sampling methodology, data collection methodology, data analysis, work plan etc. (30%);
- D. Quality of presentation of proposal (10%).

80% of weight will be given to technical proposal and 20% of weight will be given to financial proposal. The applicant should score minimum of 40% in the technical evaluation to be eligible for financial evaluation.

The proposal and the budget should be prepared using the format provided.

(Refer Annex 3: Proposal and Budget format, for details)

12. Terms and conditions

Payment will be on submission of Tax Invoice on delivery against milestones. All incidentals, equipment and materials, accommodation and travel required for the assignment are to be procured by the consultant except where otherwise indicated in the consultancy agreement.

The consultant should follow the Oxfam's Branding policies and ensure Oxfam and donor logos are presented as per the guidelines. The consultant and his / her team in the assignment must abide by Oxfam child protection policy, code of conduct, sexual harassment policy and Oxfam's other relevant policies. All requirements in respect of insurance including professional indemnity, worker's compensation, public liability, superannuation and taxation, where applicable will remain, at all times, the responsibility of the consultant.

13. Schedule of payments

- A. 30% of total value of consultancy will be paid upon the signing of agreement and the submission of the inception report.
- B. 30% of total value of consultancy will be paid upon the submission of first draft report.
- C. 40% of final payment will be paid after the acceptance of final report.

14. Submission process

Interested candidates (individuals or companies) should send the comprehensive proposal describing / articulating the work requirements outlined in this ToR.

The proposal should include 2 (two) documents: a) Technical Proposal and b) Financial proposal, in Euro (as per the Annex 3: Proposal and Budget format, for details). Each document should be enclosed in separate covers indicating the subject. Both covers and a memory stick carrying a soft copy of the technical and financial proposal should be enclosed in another envelope and mark "**Proposal for the Mid-Term Evaluation of MedUp!**".

The abovementioned documents can be hand deliver or send in by registered post to the mailing address:

Oxfam Italia
Via Pierluigi da Palestrina 26/R
50144 Firenze, Italia
Telephone + 39 055 3220895 | Fax +39 055 3245133

Alternatively the abovementioned documents can be sent via email to the following addresses:
cristian.bevacqua@oxfam.it and lorenzo.paoli@oxfam.it

Deadline for the receipt of proposals by Oxfam Italy: **11 March 2020** at **16:00** Rome (Italy) time.

15. Indicative timetable

	Date	Time
1. Publication of Term of Reference	24 February 2020	-
2. Deadline for submission of the proposal for MedUp! Mid-Term Evaluation	11 March 2020	16:00 Rome time
3. Notification of award	20 March 2020	-
4. Contract signature and start of the mandate	31 March 2020	-
5. Implementation of the evaluation process	From April to June 2020	
5.1 Preliminary findings of the evaluation	31 May 2020	
6. Ending of MedUp! Mid-Term Evaluation and delivery of the deliverables final versions	30 June 2020	-

Annexes:

Annex 1: MedUp! project's Logical Framework for details

	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (2022)	Sources and means of verification	Assumptions
Overall objective: Impact	To contribute to increase economic inclusion and employment especially for women and youth in Morocco, Tunisia, Egypt, Lebanon, Jordan and Palestine (SDG 8 – Inclusive and sustainable growth)	No. of jobs created (disaggregated by gender, age and rural/urban location)	0		300	Activity and final reports Results of initial survey Mid-term and final evaluations	
		No. / % of SEs that have increased their revenues/turn over and/or number of employees (disaggregated by location urban/rural, leadership w/m, employees w/m)	0		70 i.e. 70% of SEs supported	Activity and final reports Results of initial survey Mid-term and final evaluations Data of sub-granting process	
		No. / % of women social entrepreneurs in targeted firms	TBD in mapping at baseline		20% increase of number of women social entrepreneurs	Activity and final reports Results of initial survey Mid-term and final evaluations Data of sub-granting process	

	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (2022)	Sources and means of verification	Assumptions
Specific objective(s): Outcome(s)	Oc: To promote institutional, technical, social and economic conditions in the Southern Mediterranean partner countries for the development of the social entrepreneurship sector as a driver for inclusive growth and job creation	No. / % of social enterprises (SEs) in targeted countries reporting that the institutional, technical, social, and economic conditions have improved	TBD in mapping at baseline		70% of targeted SEs report improved conditions	Mapping of initiatives and SE actors at baseline and end-line Activity and final reports Data of sub-granting process	Other actors address the immediate basic needs of communities that allow for target populations and their communities to actively participate in the project
		No. of young people and women who engage in activities (debate/training/projects etc.) related to social entrepreneurship	0		650	Activity and final reports List of attendees to events	
	iOC1 (at macro level): Policy makers and key private and public stakeholders at local, national and regional levels are actively engaged in improving <i>youth and gender sensitive</i> policies and legal frameworks on social entrepreneurship	No. / % of new and/or improved regulations and initiatives advocated/supported/ in place that promote women and youth social entrepreneurship in targeted countries	TBD in mapping at baseline		At least 2 regulations per targeted country are advocated/ supported/ in place	Interviews with policy makers Survey report Activity and progress reports Mid-term and final evaluation	Project target groups are permitted to engage in economic development and employability activities, as defined in official policies Other actors including donors are committed to coordination and alignment/joining of advocacy efforts
	iOC2 (at meso level): Quality and accessibility of support services for SEs and coordination among social entrepreneurship support organizations are increased	No. of targeted social entrepreneurship support organizations (SESOs) that adopt tailored tools to assist SEs in developing their business	TBD in mapping at baseline		60	Survey report Activity and progress report Mid-term and final evaluation End-line	Political stability and security conditions allow for implementation of the project
		No. of new formal partnerships between SESOs and local or international financial institutions/social investors	N/A		At least 1 new formal partnership among SESOs are available per each targeted	Survey report (baseline included) Activity and progress report Mid-term and final evaluation End-line MoUs signed amongst	

	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (2022)	Sources and means of verification	Assumptions
					country At least 2 regional partnership s among SESOs exist	SESOs	
		N. of SEs provided with tailored services by SESOs (disaggregated for type of service)	0		35	Activity reports Interviews / questionnaires with the SEs that received support Mid-term and final evaluation	
	iOC3 (<i>at micro level</i>): Existing social enterprises expand their businesses within the targeted sectors and countries	No. of SEs that have started new activities, launched additional investments, added innovative processes and/or tools with the project support	N/A		At least 4 per country	Activity and progress reports Mid-term and final evaluation	
		Average number of linkages established by targeted SEs with other actors in the business sector in targeted countries	N/A		At least 5 linkages per country	Activity and progress reports Interviews with SEs engaged Mid-term and final evaluation	
Outputs	Op 1.1 (linked to iOC1): 1 National Survey of key SE priorities, regulations and actors are held for each country and the region	No. of up-to-date study of actors and regulations is available in each of the 6 countries	N/A		1 national study per targeted country is available	Consultants reports Study reports (both regional and nationals)	Enabling environment for discussion of legal frameworks to influence policy and practice related to social entrepreneurship and enterprises.
		No. of up-to-date regional inventory of key public and private actors in the field of SE available	N/A		1 regional inventory/s tudy is available		

	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (2022)	Sources and means of verification	Assumptions
	Op 1.2 (linked to iOC1): Policy and regulatory frameworks at national level are strengthened	No. of public-private dialogues and meetings on SE organized	0		25-27	Minutes of the meetings Activities and progress reports	<p>SESOs are committed to improve their performance and to innovate through new support services and partnerships to achieve greater impact and outreach</p> <p>The number and the quality of SEs projects are appropriate to achieve growth and to scale up</p> <p>The rules and procedures of the sub-granting scheme (financial and technical</p>
		No. of advocacy and influencing actions for strengthening regulatory frameworks carried out	0		14	Attendance records, activity reports, dissemination lists, meeting minutes	
	Op. 1.3 (linked to iOC1): Barriers entrepreneurial young women face in the MENA region and measures to address them are identified	No. of up-to-date analysis of barriers existing in the region to women access to economic activities and recommendations for action are available	0		1 analysis is available	Report of the research	
	Op 2.1 (linked to iOC2): 60 Social Entrepreneurship Support Organizations are trained in business development, SE innovation and social business technical assistance	No. of SESOs trained on capacity building activities and innovative technical tools	0		60	Training attendance records Post-training evaluation forms Activity and progress reports	
	Op2.2 (linked to iOC2): Peer-to-peer learning, networking and partnership are facilitated among North-South and South-South key counterparts	No. of SESOs representatives participating in peer to peer learning and networking activities (including organizations from Europe)	0		60	Attendance records, activity and progress reports, meeting minutes	

	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (2022)	Sources and means of verification	Assumptions
	Op 3.1 (linked to iOC3): 100 SEs receive financial and technical support in order to become more financial and social sustainable and to scale up	No. of SEs having received financial and technical support to their business plan (disaggregated by level, location, leadership gender)	0		100	Sub-granting contracts, monitoring and activity reports	support) are well understood by selected social entrepreneurs
		No. of people from targeted SEs trained in financial and technical tools for SEs (disaggregated by age, gender and location rural/urban)	0		100	Interviews with entrepreneurs, business plans Training attendance records	
	Op3.2 (linked to iOC3): Best practices on social entrepreneurship are widely disseminated among national, regional and international audiences	No. of success stories identified and disseminated	0		24	Monitoring and activity reports	
		No. of public events to disseminate best practices among national, regional and international audiences	0		18	List of attendees in public events	
		No. of regional initiatives (platforms, social media, etc.) used to disseminate best practices	0		1-6	Media reports	
	Activities	<u>Related to Op 1.1</u> A 1.1.1. – Carry-out national and regional analyses of key social entrepreneurship perceptions, actors and priorities including barriers to, and economic impact of, women and youth entering the regional labour force 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		Means: <u>Human Resources:</u> includes costs (salary and insurance, as well as per diem) for the Regional Program Management Unit; Country Program Managing Units; thematic experts; external consultants <u>Costs – 2.195.242 € (see budget for breakdown)</u> <u>Travels:</u> includes local and international travel costs for staff and Action stakeholders to participate to the Action activities <u>Costs – 327.008 EUR (see budget for breakdown)</u> <u>Equipment and Supplies:</u> includes costs for 10 laptop computers and vehicle rental; <u>Costs – 43.874,00 EUR (see budget for breakdown)</u>			

	Results chain	Indicators	Baseline (incl. reference year)	Current value Reference date	Targets (2022)	Sources and means of verification	Assumptions
	<p>A.1.1.3 – Enhance public-private debate and stimulate initiatives and policies supporting social entrepreneurship for women and youth</p> <p><i>Related to Op 2.1</i></p> <p>A.2.1.1 - Conduct national needs assessments of targeted SESOs</p> <p>A.2.1.2 - Provide technical support to SESOs to develop innovative products and services targeting social enterprises.</p> <p>A.2.1.3 - Promote networking activities between social entrepreneurship support organizations and local financial institutions</p> <p>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</p> <p><i>Related to Op 3.1</i></p> <p>A.3.1.1 – Set-up sub granting schemes for financial support to selected social enterprises</p> <p>A.3.1.2 – Provide technical assistance services for the development of viable social enterprises</p> <p>A.3.1.3 – Collect good practices of promising social enterprises and disseminate them at national, regional and European levels.</p> <p>A.3.1.4 – Develop and pilot a strategy for the replication of successful social enterprises.</p>		<p><u>Local offices:</u> includes operational costs at country level <u>Costs – 163.514 EUR (see budget for breakdown)</u></p> <p><u>Other costs, services:</u> include MEAL activities (baseline, mid-term and final evaluation), audit service (x4), coordination meetings, training, workshops, studies, campaigns, capacity building, boot-camps, and related operational facilities and catering costs <u>Costs – 1.297.080 EUR (see budget for breakdown)</u></p> <p><u>Other:</u> include the sub-granting resources for SEs, Advocacy campaign and consultancy to set up the sib-granting scheme <u>Costs – 1.071.873 EUR (see budget for breakdown)</u></p>			<p>conditions allow for implementation of the project Project target groups are permitted to engage in economic development and employability activities, as defined in official policies Market externalities and external factors do not negatively affect success of social enterprises Other actors including donors are committed to coordination and alignment/joining of advocacy efforts</p> <p>Outputs: Enabling environment for discussion of legal frameworks to influence policy and practice related to social entrepreneurship and enterprises. SESOs are committed to improve their performance and to innovate through new support services and partnerships to achieve greater impact and outreach. The no. and the quality of SEs projects are appropriate to achieve growth and to scale up The rules and procedures of the sub-granting scheme (financial and technical support) are well understood by selected social entrepreneurs.</p>	

Annex 2: List of the partner and stakeholder for each county

Country	Project Management Unit	Relevant stakeholders
Egypt	Oxfam in Egypt Sekem Development Foundation	<ul style="list-style-type: none"> - Social Entrepreneurship Support Organisations trained - Social Enterprises engaged - Competent Ministries (i.e. Social and solidarity, Labour, etc.) - European Union Delegations - Key public and private stakeholders of social economy sector
Jordan	Oxfam in Jordan MedUp country team Jordanian Hashemite fund for Human Development (JOHUD)	
Lebanon	Oxfam in Lebanon	
Morocco	Oxfam in Morocco Enactus	
OPTI	Oxfam in OPTI Agricultural Development Association (PARC)	
Tunisia	Oxfam in Tunisia Tunisian Center for Social Entrepreneurship (TCSE)	
Regional level	DIESIS Euclid Network Impact Hub International Oxfam Italy Oxfam Novib (technical advisors) Oxfam Regional Platform in MENA	<ul style="list-style-type: none"> - Tuscany Region, - Autonomous Region of Sardinia, - Banca Etica, - Associazione Imprenditrici e Donne Dirigenti di Azienda

Annex 3: Proposal and Budget format, for details

Proposal Format

1. Covering letter
2. Introduction
3. Background and understanding of the assignment
4. Proposed approach and methodology (including internal coordination process)
5. Literature review
6. Survey
7. Focus group discussions
8. Key informant interviews
9. Data entry and analysis
10. Deriving and presenting conclusions & recommendations
11. Work plan
12. Team composition
13. Evidence of past experience
14. CVs of professional members of the proposed team
15. A profile of team of consultants or organization

Above sections are compulsory to be presented in the proposal and any other information relevant to the ToR also can be included.

Budget Format

Description	Unit Description	No. of Units	Unit Costs in €	Total in €
A) Professional Fees				
Sub Total - Professional Fees				0
1.				0
2.				0
3.				0
4.				0
5.				0
B) Field Work				
Sub Total - Field Work				0
1.				0
2.				0
3.				0
4.				0
5.				0
6.				0
7.				0
C) Logistics & Local Administration				
Sub Total - Logistic Administration				0
1.				0
2.				0
3.				0
4.				0
5.				0
6.				0
7.				0
8.				0
9.				0
Total in € (Inclusive of all taxes)				0

Note: the costs must be in Euro.