



Call for Proposals

TOR: Independent External Midterm Evaluation and Impact Assessment Study of the LEAD Project Green Works (GW)

Date of Issue: November 8th 2021

Closing Date: December 8th 2021

Duration: Ongoing till March 15th 2022

Subject

The following Call for Proposals include the Terms of Reference (ToR) for legal entities¹ to apply for undertaking the *Impact Assessment Study* of the project titled “Green Works” implemented by Hivos and supported by the Dutch Ministry of Foreign Affairs. The main indicator to be assessed is the number of jobs created as a result to the project activities.

Legal entities interested to undertake the *Impact Assessment Study* are required to submit (1) a two pages letter of interest, (2) a budget, and (3) supporting documents indicating the relevant experience of the applicants. The format of the Letter of Interest and type of supporting documents are indicated in details under the “*How to Apply*” Section in this Call. Short listed applicants will be invited for an interview before the selection is concluded.

In case applicants request additional information, Hivos shall work on providing them expeditiously, but any delay in providing such information will not be considered a reason for extending the submission date of your application. For any queries you may write to asameh@hivos.org

¹ Legal entity refers to a legally recognized institution, organization, consultancy firm, or a group of researchers that may submit a proposal.

A. ABOUT THE PROJECT

A.1. WHAT IS GREEN WORKS?

The Green Works Program is developed by Hivos, a Netherlands based NGO and implemented in collaboration with various local partner organizations across the North Africa region (Algeria, Tunisia and Egypt). Hivos and the local partners are referred to as the Alliance. Green Works aims to contribute to climate change adaptation by creating sustainable business and job opportunities for more than 9000 young women and men in the green economy in North Africa.

The core of the Green Works intervention focused on the potential of the private sector to provide sustainable jobs to 9000 young women and men aged 15-35 in North Africa. The Alliance aims to achieve this by 1) sourcing innovative market- based solutions within the digital & green economies; 2) building the capacities of local intermediaries (BDSOs and employability hubs) to support their job creation and private sector development activities; 3) activating the growth potential of local enterprises (upscaling); 4) strengthening future-proof skills among young people (upskilling) and tackling the mismatch between supply and demand in local labour markets (matchmaking)

A.2. WHAT ARE THE PROGRAM OBJECTIVES?

In order to contribute in the long term to the creation of job opportunities for the younger generation the Project aims to achieve the following medium-term objectives by 2024:

1. Innovation clusters are formed that enable businesses operating in the green and digital economies to scale.
2. BDSOs and employability hubs increase their capacities to implement job creation and private sector development activities beyond the Lead programme support
3. Young people trained in 21st-century skills find sustainable jobs in the green economy
4. SEs operating in future-proof employment economies scale their businesses thereby creating new jobs
5. Local investors are investing more into businesses operating in the green economy, allowing these to grow and provide more job opportunities for young people

A.3. WHAT ARE THE PROGRAM OUTPUTS?

Output 1.1: Partnerships between BDSOs, employability hubs, SEs and other actors (angel investors, employers, universities, research institutes, etc.) have been set up and are funded by the Alliance.

Output 1.2: Knowledge and innovation networks focusing on future-proof employment sectors have been set up

Output 2.1: BDSOs and employability hubs are better able to monitor the results of their activities

Output 2.2: BDSOs and employability hubs have increased their gender sensitivity, managerial capacity and programme development capabilities

Output 2.3: Angel investor networks have expanded their membership base



Output 3.1: Young people have soft and technical skills matching to future-proof employment sectors demands

Output 3.2: Young people have access to potential employers through physical and virtual matchmaking platforms

Output 4.1: Existing SEs operating in the green economy receive targeted capacity building and access to finance, new markets, and technical knowhow

Output 4.2: New SEs operating in the green economy receive targeted capacity building and access to finance, new markets, and technical knowhow

A.4. WHAT ARE THE PROGRAM ACTIVITIES?

1- ACTIVITIES UNDER OUTPUT 1.1

A. EMPLOYABILITY PROGRAMMES & PARTNERSHIPS DEVELOPMENT

The goal of this activity is to formulate partnerships between employability hubs and multinationals or local established private sector organizations to design and implement youth employability activities

B. SOCIAL ENTERPRISE SUPPORT PROGRAMMES PARTNERSHIPS DEVELOPMENT

The goal of this activity is to formulate partnerships between BDSOs and multinational organizations and local established private sector organizations operating in future proof economies. The aim is to shift BDSOs focus to source and support SEs solving value chain gaps expressed by private sector.

C. SOURCING OF SOCIAL ENTERPRISES

The goal of this activity is to source relevant social enterprises to support. This will happen through hackathons that will be used as a sourcing tool for shortlisting strong applications. Those shortlisted applicants will receive one on one support to modify their applications and later compete for the grants and potential service contracts with the bigger private sector organizations.

2- ACTIVITIES UNDER OUTPUT 1.2

A. ORGANIZE ANNUAL AFRICAN CROSSROADS

This is where the annual gathering of all the programme's stakeholders (BDSOs, employability hubs, SEs, (angel) investors, etc.) takes place. It is the main learning event of the programme and will play a crucial role in cross border clustering efforts. The gathering which was initiated by the ministry's support through LEAD 2 is now co-funded by other donors allowing us to expand participants base from all over Africa.

B. SET UP FUTURE GREEN ECONOMY ACADEMY

The Alliance will set up a Green Economy academy "Future Thinking Schools". The academy will focus on a limited number of high-potential stakeholders and the main partners of this programme and ac-

tive in the Green Economy sectors to increase their knowledge on future trends and develop new innovation strategies to make their business future-proof and guarantee the creation of success stories.

C. AWARD COLLABORATION GRANTS FOCUSING ON INNOVATIVE BUSINESS CONCEPTS WITHIN THE GREEN ECONOMY

The Alliance will provide collaboration grants to pilot fledgling projects between SEs, BDSOs and other actors focusing on innovations within our future-proof employment economies. While this was the main purpose of this activity, due to Covid's economic impact on SE's in the region, this activity was repurposed as resilient grants to support SE's in their effort to survive economic shock induced by Covid

3- ACTIVITIES UNDER OUTCOME 2.1

A. CONTINUE SUPPORTING THE ONLINE CO-WORKING SPACE MANAGEMENT TOOL AND SCALING IT TO SERVICE OTHER BDSOs AND EMPLOYABILITY HUBS

Hivos and Wasabi will expand the already functional a co-working space management toolkit to include incubation and acceleration management toolkits. The idea of this management toolkit is that Instead of having partners report on a separate M&E toolkit, the management toolkit offered by the platform enables Hivos to extract all the data needed for M&E data harvesting. In order for Hivos to access this data the spaces must consent to providing it.

4- ACTIVITIES UNDER OUTCOME 2.2

A. CAPACITY BUILDING AND GRANT DISTRIBUTED TO ENHANCE INFRASTRUCTURE AND MANAGERIAL CAPACITY OF BDSOs AND EMPLOYABILITY HUBS

As Hivos is promoting several of our supported BDSOs into partners, building their capacity is crucial for them to be able to deliver their results. For this Hivos will use already existing training materials from its Creative Hub Academy (co-funded by the British Council).

B. DELIVER GENDER SENSITIVITY AND RIGHTS-BASED APPROACH INTEGRATION TRAINING TO BDSOs AND EMPLOYABILITY HUBS

The Alliance in partnership with local gender organizations will provide gender sensitivity and rights-based approach training to all partner BDSOs and Employability hubs.

5- ACTIVITIES UNDER OUTCOME 2.3

A. SUPPORT PROGRAMME FOR ANGEL INVESTORS AND THEIR NETWORKS IN THE REGION

The Alliance will support the establishment of new and scaling of existing Angel networks in the region. The support will be mainly through funding some of their activities, covering the costs of qualified executive staff and connecting local investors to the regional networks that are being formed.

6- ACTIVITIES UNDER OUTCOME 3.1

A. YOUNG PEOPLE HAVE SOFT AND TECHNICAL SKILLS MATCHING TO FUTURE-PROOF EMPLOYMENT SECTORS DEMANDS

Local Employability hubs will deliver trainings to 8,000 young men and women on skill sets relevant to labor needs of private sector organizations operating in Future proof Sectors in their respective regions. Following the trainings, 3,000 youth will be placed in jobs at Private Sector Organizations as per initially agreed with them. The remaining youth will be matched with other employers via platforms explained in activity 3.2.1.

7- ACTIVITIES UNDER OUTCOME 3.2

A. YOUNG PEOPLE HAVE ACCESS TO POTENTIAL EMPLOYERS THROUGH PHYSICAL AND VIRTUAL MATCHMAKING PLATFORMS

Organize Matchmaking activities between Trained youth and (Non-Partner) Private Sector Organizations Through employment fairs and online matching mechanisms developed by some of the supported social enterprises over the past 4 years, the programme will provide targeted job placement activities for young people trained by our partner Local Employability Hubs to fill employment gaps in the job market.

8- ACTIVITIES UNDER OUTCOME 4.1

A. PROVIDE GRANTS AND ACCELERATOR SERVICES THROUGH THE ACCELERATION TRAJECTORY FOR EXISTING SEs OPERATING IN FUTURE-PROOF EMPLOYMENT ECONOMIES

This activity will focus on supporting SEs in the growth stage. Growth stage is defined as SEs who already possess their minimum viable product and have acquired their first customer (usually been operating for a minimum of one year). Award SE's will be offered an amount between 10,000 and 50,000 EUR grants with the condition of the SEs providing a minimum of 25% leverage funds.

B. PROVIDE AN ACCESS TO FINANCE TRAJECTORY FOR HIGH-POTENTIAL SOCIAL ENTERPRISES

The Alliance will provide additional tailor-made support to high-potential labor Intensive SEs that are part of the accelerator trajectory. This support includes (i) access to investment & grants mentoring, (ii) access to grants, (iii) access to new markets and (iv) access to know how and new relevant technologies.

9- ACTIVITIES UNDER OUTCOME 4.2

A. SUPPORT YOUNG WOMEN IN MARGINALIZED COMMUNITIES TO START THEIR MICRO BUSINESSES (NECESSITY ENTREPRENEURS)

This women-focused activity will provide young women who want to start their own micro projects with the skills and financial support to help them plan, establish, and manage their own micro business.

A.5. WHY THE GREEN ECONOMY?

Our vision is to empower young men and women to find a decent job in economies the Alliance defines as future proof. Such economies are anticipated to continue growing and will require young people to have a new skill set that is not tackled within the traditional education systems. In order to ensure that these economies are expanding in North Africa and that there is an adequate value chain supporting their growth, the alliance will also stimulate the formation of innovation clusters that are feeding these economies with viable business solutions.

A.6. WHO IS HIVOS?

Hivos is an international development organization guided by humanist values. Together with local partners we aim to contribute to a free, fair and sustainable world. A world in which all citizens – women and men – have equal access to opportunities, rights and resources for development and can participate actively and equally in decision-making processes that determine their lives, their society and their future. Throughout Africa, Asia, and Latin America.

Hivos trusts in the **creativity** and **capacity** of all **people** to come up with innovative solutions that **improve their situation and that of society in general**. Quality, cooperation and **innovation** are our core values and the keystone to our development and business philosophies.

B. PURPOSE OF THIS ASSESSMENT

B.1. OUTCOME LEVEL

The Main purpose of this assessment is measuring the **outcome level** of this project. The desired impact for the project is defined as:

“The contribution to the creation of more economic opportunities for young North African women and men between the ages of 15 and 35 years in the Green Economy”

Therefore, researchers are not expected to apply the full M&E framework for project in their report, but rather focus on the higher level of impact. Hivos will be providing the M&E framework as a reference for understanding the project flow. Researchers are also expected to evaluate the number of jobs created by each component of the four program components as identified in the outputs and align them with the framework provided by the main program donor.

B.2. HOW DOES THE PROGRAM CREATE JOBS?

The Alliance creates jobs by conducting the following core activities 1) sourcing innovative market- based solutions within the digital & green economies; 2) building the capacities of local intermediaries (BDSOs and employability hubs) to support their job creation and private sector development activities; 3) activating the growth potential of local enterprises (upscaling); 4) strengthening future-proof skills among young people (upskilling) and tackling the mismatch between supply and demand in local labor markets (matchmaking).

Matching Data with The Donor's Framework:

The Impact Assessment Study is to assess the match of the data derived from Hivos' framework with the Ministry of Foreign Affairs Own framework. Accordingly, the researchers are expected to evaluate the matching of the output and outcome level indicators of the program with the following Categories:

1. Number of Companies with a supported plan to invest or trade or provide services
2. Number of direct jobs supported in individually supported SME
3. Number of indirect jobs supported
4. Amount of mobilized private finance (Leverage provided by supported SEs)
5. Number of people enrolled in formal or non-formal education and training
6. Number and % of trained/supported programme beneficiaries who have become employed

B.3. WHAT COUNTS AS A JOB?

Based on the M&E framework for this project, Jobs opportunities created include : "new businesses created (Self Employment) , full time/part time, seasonal jobs, jobs in micro franchises, youth placed in jobs and formalized employment promises."

This definition takes into account the capacity of the alliance partners to verify and provide documentation for the jobs created. Important to note here that the partners will be responsible for gathering the needed data stated below, and it's the responsibility of the researchers to evaluate the data match to the donor's indicators

The Impact assessment Study is expected to assess outcome on two levels:

1. **Direct Jobs Created & supported:** These are jobs that resulted directly due to the intervention. Such jobs should be documented and easily verified. Job opportunities as such would include:
 - Number of Youth who found a job after attending Employment events organized by the program, and
 - Number of youth who are directly placed in a job by the program.
 - Number of new hires employed by an SE after undergoing an incubation or an acceleration program by an alliance member
 - Number of jobs created by an SE because of being a recipient of the Matching fund
 - Number of jobs supported by an SE before undergoing an incubation or an acceleration program by an alliance member or a matching fund participant. (Jobs supported include the C-suit and any existing employees at the SE at the baseline)
2. **Indirect Jobs Created:** These are job opportunities that can be linked to the program but not necessarily verifiable or the verification process would require very high costs and excess manpower. Measuring these opportunities would require base line and follow up surveying followed by assumptions and might also require applying multiplicity effects. Job opportunities as such would include:

- Number of jobs created as part future training & placement programs conducted by one or several alliance members that received capacity building and support with fund raising as part of the Green works program
- Number of Jobs created by SE's that participated in a future incubation or acceleration program that was conducted by an alliance member that has received capacity building and support with fund raising as part of the Green works program

B.4. LEARNING

Learning Agenda:

The Impact Assessment Study is to evaluate the Learning Agenda's (Annex 4) ability to address the assumptions made under the program's TOC, and the program's feasibility to validate those assumptions by addressing the learning questions. Furthermore, the Study should highlight and map (when possible) any existing program data to answers to the proposed learning questions.

B.5. GEOGRAPHICAL SCOPE

The GW program is implemented in 3 countries across the North Africa Region. The biggest bulk of activities are implemented in both Egypt and Tunisia and it is in these two countries that alliance members are based. The assessing agency accordingly is expected to contract local researchers to work closely with the alliance partners on the ground for data collection purposes.

B.6. BUDGET

The value of requested funds is taken into consideration (factored) in the proposal assessment process to select service providers. The applicants are expected to submit a detailed financial proposal explaining all costs by budget line and item. The proposal should also include a detailed timeline to be concluded by March 15th 2022. The final amount will be determined based on the final agreed upon scope of work.

B.7. SUPPORT FROM ALLIANCE

Considering the scale of the assessment and the high number of stakeholders, the alliance partners will provide support to the entity conducting the assessment. Such support would entail:

- a. Providing all relevant project documents,
- b. Providing all needed data already collected by the activity implementing entities,
- c. Provide support when possible in collecting further data needed by the entity conducting the assessment,
- d. Leveraging network when needed (This includes support in obtaining Visas for field visits when needed),
- e. Organizing meetings with stakeholders and other partners as determined to be needed by the entity conducting the assessment, and
- f. Assigning a project officer to act as the communication focal point with the entity conducting the assessment.

B.8. METHODOLOGY FOR ASSESSMENT

The below is the initial methodology suggested by Hivos, accordingly changes are expected to occur based on further discussions with the selected applicant.

- a. Collection of and acquaintance with the project M&E plan, project progress reports and other relevant project-related materials.
- b. Validation of the 1200 created jobs thus far through the direct contact of a representative random sample (Max 10%) of the impacted beneficiaries
- c. Designing the detailed assessment scope and methodology (including the methods for data collection and analysis)² *.
- d. Review the M&E framework and Questionnaires developed by Hivos.
- e. Provide Partners with a user friendly platform to upload the data collected for analysis.
- f. The assessment will provide quantitative and qualitative data through the following methods:
 - Desk study and review of all relevant project documentation including project documents, work-plans and project progress reports,
 - In depth interviews to gather primary data from key stakeholders/ beneficiaries using a structured methodology,
 - Focus Group discussion with project beneficiaries and other stakeholders, and Observations.
- g. Undertaking evaluation of project through agreed methods and processes according to agreed framework.
- h. Continuous communication with the Project Manager to clarify any other matters.

C. HOW TO APPLY

Organizations interested in overtaking this assessment are invited to submit their application no later than **December 8th 2021** by email to asameh@hivos.org.

C.1. ELIGIBILITY

Legal entities based in Egypt, Tunisia or the EU zone are invited to apply. Entities should have proven track record for at least 7 years of experience on conducting employment/entrepreneurship related

² * Baseline Data will be collected and provided by local Partners & Hivos team, however verification will be required by the contracted organization to do the study

evaluations and impact studies and other similar undertakings. Entities must have in-house skills to provide the needed expertise in the conduct of this study. A project team leader should be appointed by the entity.

Entities are expected to be able to acquire any needed clearances from local authorities to conduct this assessment if needed.

Applicants must be aware that the products of this call will be shared with the Dutch Ministry of Foreign Affairs.

C.2. COMPONENTS OF THE APPLICATION

The application should consist of the following:

1. **Letter of Interest:** This is a letter directed to Hivos explaining your organization's interest in implementing this assessment. The letter should not exceed three pages and is expected to contain the following:
 - a. Information about the entity applying to undertake the assessment (this should include legal incorporation information),
 - b. Relevant experience that qualifies the applicants to undertake the assessment,
 - c. Relevant local research Assets/Networks in the countries where the project is being implemented
 - d. Overview of the suggested assessment methodology (including the methods for data collection and analysis), approach and implementation plan (laid out in a timetable that is within the duration of the contract).
2. **Financial proposal:** It should list all major cost components associated with the services, and the detailed breakdown of such costs. All prices shall be quoted in, or converted to, Euro.
3. **Documentation of relevant experience:**
 - a. Resumes of the lead researcher and the key personnel that will be assigned to support the implementation of the proposed methodology, clearly defining the roles and responsibilities vis-à-vis the proposed methodology. Resumes should establish competence and demonstrate qualifications in areas relevant to the ToR.
 - b. Past relevant assessments conducted by the team that they are entitled to share.

C.3. EXPECTED DELIVERABLES/OUTPUTS

The entity is expected to deliver the following outputs:

Deliverables/Outputs	Timeframe/Payment schedule
Detailed workplan and approach as agreed with Hivos	3 days/30% of total contract cost
First draft of the Evaluation and Impact Assessment Study Report	Date to be jointly agreed upon/40% of total contract cost
Final Evaluation and Impact Assessment Study Report	Date to be jointly agreed upon/30% of total contract cost

D. ANNEXES

D.1. ORIGINAL M&E FRAMEWORK FOR THE PROGRAM DEVELOPED BY HIVOS (ANNEX1)

D.2. M&E FRAMEWORK PROVIDED BY THE DONOR (ANNEX2)

D.3. M&E TEMPLATES AND QUESTIONNAIRES DEVELOPED BY HIVOS (ANNEX 3)

D.4. LEARNING AGENDA (ANNEX 4)

Annex 1 - M & E Framework

Annex 1 - M & E Framework							
Results	Indicators and targets	Baseline data	Sources of verification	Data disaggregation	Responsible partner	Reporting frequency	Related activities
IMPACT Contribute to the creation of more economic opportunities for young women and men between the ages of 15 and 35 years in North Africa.	80% of young people (of the 9000 employed by the programme intervention) indicate that they are still sustainably employed 6 months after programme termination. <i>Exact indicator and target o be determined in coordination with the ministry</i>	Baseline study – after conclusion of programme activites	Surveys. Proof of Employment of beneficiary (Employment Contract – Employment Declaration from provided by Employer) Data gathered through the M&E management tool	Gender Per age category Per country Per region Per Sector Per BDSO Per employability hub Per SE	External evaluator	6 months or more after programme termination	This activity will be implemented after the programme is concluded, therefore it should be commissioned by the donor.
Outcome 1: <i>Innovation clusters are formed that enable businesses operating in the green and digital economies to scale.</i>	40% financial and in-kind leverage raised by BDSOs, employability hubs and/or SEs in addition to our support (grants, support services)	0	Signed Memoranda of understanding and contracts between relevant actors	Per BDSO Per employability hub Per SE	Hivos	Annually	
	5 long-term innovation partnerships signed involving at least 1 SE, 1 larger company, and 1 research institute	0	Signed Memoranda of understanding and contracts between relevant actors	Per country Per sector Per actor	Hivos	Annually	
Output 1.1 Partnerships between BDSOs, employability hubs, SEs and other actors (angel investors, employers, universities, research institutes, etc.) have been set up and are funded by the Alliance.	20 BDSO and employability hub applications have been selected to run programme tracks under outcomes 3 and 4.	0	Signed contracts between Hivos and participating BDSOs and employability hubs	Per country Per Sector Per BDSO Per employability hub	Hivos	Annually	A1.1.1: Employability Programmes & partnerships development A1.1.2: Social Enterprise support Programmes partnerships development
	25 existing SEs that have been selected within our six-month acceleration trajectories (output 4.1) have a commercially relevant solution to a value-chain gap.		Signed contract (service agreement) between SE and other actor (larger company and/or Government)	Per country Per sector Per actor	Hivos	Annually	A1.1.3: Sourcing of Social Enterprises
Output 1.2 Knowledge and innovation networks focusing on future-proof employment sectors have been set up	5 knowledge and innovation networks (1 per target sector) have been set up 100 actors (SEs, BDSOs, employability hubs, angel investors, employers, universities, research institutes, etc.) become part of 1 or more networks	1 Knowledge Network 10 Actors	Signed Memoranda of understanding between relevant actors, surveys distributed to relevant actors.	Per country Per sector Per actor	Hivos NewSilkRoads	Annually	A1.2.1 Organize Annual African Crossroads A1.2.2: Set up Future-Proof economies Academy A1.2.3: Award Collaboration Grants focusing on

							innovative business concepts within future-proof economies
Outcome 2: BDSOs and employability hubs increase their capacities to implement job creation and private sector development activities beyond the Lead programme support.	175 additional SEs (75 incubation, 100 acceleration) supported 4,000 additional young people trained 6,000 additional young people linked to employers 4,500 additional young people find sustainable employment <i>Minimum of 50% young women</i> <i>NB additional = not part of the direct job creation results of this programme under outcome 3 and 4.</i>	0	Annual (activity) reports and accounts of participating BDSOs and employability hubs. Contracts between BDSOs/employability hubs and third-party funders. M&E management tool.	Gender Per age category Per country Per region Per BDSO Per employability hub Per SE	BDSOs and employability hubs Verified by Hivos	Annually	
Output 2.1 BDSOs and employability hubs are better able to monitor the results of their activities	95% of programme indicators and targets can be verified via the M&E platform	75%	M&E management tool. Annual reports	Per country Per BDSO Per employability hub	Hivos	Annually	A2.1.1: Continue Supporting the online co-working space management tool and scaling it to service other BDSOs and employability hubs
Output 2.2 BDSOs and employability hubs have increased their gender sensitivity, managerial capacity and programme development capabilities	20 BDSOs and employability hubs management teams are trained on effective management 20 BDSOs and employability hubs receive programme development/access to finance support	0	Registration data for training Certifications	Gender Per country Per region Per BDSO Per employability hub Per SE	Hivos	Annually	A2.2.1 Capacity building and grant distributed to enhance Infrastructure and managerial capacity of BDSOs and Employability Hubs
	20 BDSOs and employability hubs receive gender sensitivity training increasing overall women beneficiaries of the programme to a minimum of 50%	Current Women Beneficiaries Ratio: 42%		Gender Per country Per Region Per BDSO Per Employability Hub Per SE			A2.2.2: Deliver Gender Sensitivity and Rights-Based approach integration Training to BDSOs and Employability Hubs
Output 2.3 Angel investor networks have expanded their membership base	20 new investors become part of local angel investor networks	9 Members of MED Angels Network & 2 Angel networks	Membership data of angel investor network	Gender Per country Per angel investment network	Hivos	Annually	A2.3.1: Support Programme for Angel Investors and their networks in the Region

		supported					
Outcome 3: Youth trained in 21st-century skills find jobs in future-proof employment economies	4,500 Youth 1. Become employed at Third Parties due to support received from the programme Partners (SUPPORT= Vocational Training, Employability Skills Training, Employment Fairs, job placement activities) 2. have become self Employed due to support. <i>6 Months Minimum time of (self)employment after the intervention</i> <i>Minimum of 50% young women</i>	0	- Attendance logs of trainings - Proof of Employment of beneficiary (Employment Contract – Employment Declaration from provided by Employer) Data gathered through the M&E management tool	Gender Per age category Per country Per region Per employability hub Per Income Level	Employability hubs (input in M&E management tool) Verified by Hivos, Wasabi & Independent Evaluators	Annually	
Output 3.1 Young people have soft and technical skills matching to future-proof employment sectors demands	8,000 young people are trained on Future-proof Employability Skills <i>Minimum of 50% of young women</i>	0	Registration data for training Certifications Company (registration) data Data gathered through the M&E management tool	Gender Per age category Per country Per region Per employability hub	Employability hubs (input in M&E management tool) Verified by Hivos, Wasabi	Annually	A3.1.1: Training and Placing Youth at jobs with Private Sector Partners in Future-Proof Sectors
Output 3.2 Young people have access to potential employers through physical and virtual matchmaking platforms	15,000 young people are linked to potential employers <i>Minimum of 50% young women</i>	0	Attendance Logs of Events (offline) Registration data on matchmaking platform (online) Data gathered through the M&E management tool	Gender Per age category Per country Per region Per employability hub	Employability hubs (input in M&E management tool) Verified by Hivos, Wasabi	Annually	A3.2.1: Organise Matchmaking activities between Trained youth and (Non-Partner) Private Sector Organizations
Outcome 4: SEs operating in future-proof employment economies scale their businesses thereby creating new jobs	4,500 new jobs created at SEs that have benefitted from our support, (FTE) <i>Jobs sustained for 6 Months after employment came into effect (FTE)</i> <i>Minimum of 50% young women</i>	0	Surveys integrated in M&E management tool. Verification through integrated beneficiary identification (unique number) linked to contact info of beneficiary + Incorporation Documents of Company + Service agreement between Company LEAD Partner + Proof of Staff Employment.	Gender Per age category Per country Per region Per BDSO Per SE	BDSOs (input in M&E management tool) Verified by Hivos, Wasabi	Annually	
Output 4.1 Existing SEs operating in future-proof employment economies receive targeted capacity building and access to finance, new markets, and technical knowhow	200 existing SEs supported within our six-month acceleration trajectories <i>Minimum of 40% have at least one woman as founding member</i>	0	Registration & activity data. Data gathered through the M&E management tool	Gender Per country Per region Per BDSO Per SE	BDSOs (input in M&E management tool) Verified by Hivos, Wasabi	Annually	A4.1.1: Provide Grants and Accelerator services through the acceleration trajectory for Existing SEs

Output 4.2 New SEs operating in future-proof employment economies receive targeted capacity building and access to finance, new markets, and technical knowhow	150 newly created SEs complete one-year incubation cycle <i>Minimum of 70% have at least one woman as founding member</i>	0	Registration & activity data. Data gathered through the M&E management tool	Gender Per country Per region Per BDSO Per SE	BDSOs (input in M&E management tool) Verified by Hivos, Wasabi	Annually	operating in future-proof employment economies A4.1.2: Provide an access to finance trajectory for high-potential Social Enterprises A4.2.1: Support Young women in marginalized communities to start their Micro Businesses (Necessity Entrepreneurs)
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ANNEX 6 – Results Framework with Relevance to DDE Key Indicators

DDE Results Indicator	Relevance to Hivos M&E Framework	Per Country Indicator Distribution												
		Egypt				Tunisia				Algeria				Total
1.a. Number of Companies with a supported plan to invest or trade or provide services	Output 4.1: Existing SEs operating in future- proof employment economies receive targeted capacity building and access to finance, new markets, and technical knowhow	100				60				40				200
	Breakdown Per Year Over 4 years Respectively	20	30	40	10	15	20	25	-	10	10	20	-	
1.b. Number of direct jobs supported in individually supported SME	Outcome 4: SEs operating in future- proof employment economies scale their businesses thereby creating new jobs Indicator: 50% Additional Jobs are created due to partners leveraging Hivos support to scale their activities	2800				1200				500				4500
	Breakdown Per Year Over 4 years Respectively	500	800	1120	380	250	350	500	100	100	150	200	50	
1. c. Number of indirect jobs supported	Outcome 2: BDSOs and employability hubs increase their capacities to implement job creation and private sector development activities beyond the Lead programme support.	2650				1350				500				4500
	Breakdown Per Year Over 4 years Respectively	540	775	935	400	315	360	525	150	100	150	175	75	
1.d. Amount of mobilized private finance (Leverage provided by supported SEs)	Outcome 1: Innovation clusters are formed that enable businesses operating in the green and digital economies to scale. Indicator: 40% financial and in-kind leverage raised by BDSOs, employability hubs and/or SEs in addition to our support (grants, support services)	0.5 Million Euros				0.3 Million Euros				0,1 Million Euros				0.9 Million Euros
	Breakdown Per Year Over 4 years Respectively	-	0.1 M	0.2 M	0.2 M	-	0.05 M	0.1 M	0.15 M	-	0.05 M	0.05 M	-	

ANNEX 6 – Results Framework with Relevance to DDE Key Indicators

1.e. Number of people assisted to develop economic income generating activities (Necessity Entrepreneurship)	Output 4.2: New Micro SEs operating in future-proof employment economies receive targeted capacity building and access to finance, new markets, and technical knowhow	80				70				-				150
	Breakdown Per Year Over 4 years Respectively	20	20	30	10	30	30	10	-	-				
1.f. Number of people enrolled in formal or non-formal education and training	Output 3.1: Young people have soft and technical skills matching to future- proof employment sectors demands	3000				4000				1000				8000
	Breakdown Per Year Over 4 years Respectively	700	900	900	500	1000	1000	1500	500	200	300	300	200	
Beneficiaries Employed: Number and % of trained/supported programme beneficiaries who have become employed	Outcome 3: Youth trained in 21st- century skills find jobs in future-proof employment economies	2500				1500				500				4500 (56% of trained)
	Breakdown Per Year Over 4 years Respectively	580	750	750	420	375	375	550	200	100	150	150	100	

Total Number of Directly Employed Youth (Including Indirect): **9000 (13500)**

Program Background

With its relatively young population, more and more young people each year need to find a sustainable living in North Africa. As a response the Green Works programme was designed to contribute to the creation of more economic opportunities for young women and men between the ages of 15 and 35 years in North Africa.

Our vision is to empower young men and women to find a decent job in economies the Alliance defines as future proof. Such economies are anticipated to continue growing and will require young people to have a new skill set that is not tackled within the traditional education systems. In order to ensure that these economies are expanding in North Africa and that there is an adequate value chain supporting their growth, the alliance will also stimulate the formation of innovation clusters that are feeding these economies with viable business solutions.

Building on past experiences through LEAD since 2016 The Alliance aims to further contribute to its job creation objective by complementing and scaling the already existing activities. We utilise our network built over the past four years of implementation to ensure maximum impact return on both the short-term and the long-term sustainability of the programme.

The core of our intervention is to focus on the potential of the private sector to provide sustainable jobs to young women and men. The Alliance aims to achieve this by 1) sourcing innovative market- based solutions within the digital & green economies; 2) building the capacities of local intermediaries (BDSOs and employability hubs) to support their job creation and private sector development activities; 3) activating the growth potential of local enterprises (upscaling); 4) strengthening future-proof skills among young people (upskilling) and tackling the mismatch between supply and demand in local labor markets (matchmaking).

In doing so we've developed a learning agenda to accompany the implementation of the program and help the alliance understand the impact and sustainability of the intervention beyond the green works program

The primary purpose of the Green Works Alliance's Learning Agenda is to guide and improve program implementation during the program's life cycle. In order to do this, the Learning Agenda will be structured on the basis of the different phases of the Programme on the basis of regularly collected data on what is working and what is not. The Learning Agenda will also aim to disseminate the experience and knowledge generated through the program across the different program stakeholders and regions.

Learning Agenda Concept Framework

This document highlights the main focus areas per user-category to be evaluated across the program's implementation lifecycle. Furthermore, the drafting of the learning questions was inspired by, and catered to, the assumptions made when developing the Theory of Change for the Green Works project. As such, answering the learning question should provide comprehensive insights on program improvement objectives, and will allow us to validate or dismiss the assumptions surrounding the Theory of Change.

Key Areas of Focus:

A- Green Works Implementation-driven Learning questions (outputs and activities):

Primary User Category: The Green Works Alliance

This focuses on learning questions relevant to the Alliance with regards to the (1) Partnerships formulation and collaborations between partners (cluster formulation), (2) effectiveness of capacity building activities for partners, (3) cross border collaborations achieved via African Cross Roads and collaboration grants and (4) can we actually incentivize angels to invest in the green economy.

Learning Questions:

- 1-Do Green Works incentivised partnerships provide added value to the partners and the program? are they efficient and sustainable beyond the program lifetime?
- 2-Are Green Works partners more capable to absorb projects and expand operations as a result of the capacity building training provided by Hivos?
- 3- Are Green Works engaged investors seeking to create social impact in addition to financial returns? Do investors perceive the Green Economy as a lucrative sector? Will they continue to invest in the Green Economy once the matching fund is depleted?

B- Green Works impact-driven Learning questions (outcomes):

Primary User Category: The Green Works Alliance

This focuses on learning questions relevant to (1) the effectiveness of targeting the green economy and its capacity to absorb the targeted jobs (2) Cross-cutting themes of Gender and fair and decent employment conditions (50% target), (3) testing the assumption that employment in the green economy is future proof

Learning Questions:

- 1- Do alliance members function as a value creation or value capturing entities? Does their business model and operational strategy include "impact" as a deciding factor?
- 2- Does it cost more money and energy to support women & scale businesses in the Green Economy? If so, does this pain point constitute a deciding factor when partners are evaluating future proposals?
- 3-Is the Green Economy more inclusive? looking at trainees placement statistics, in one cohort, are women harder to place? If so, statistically speaking, did Green Works intervention reduce the gender employability gap among their beneficiaries in comparison to the national/regional statistics?

4-Are targeted beneficiaries being placed at sustainable long term, value creating jobs? Does the green economy in targeted countries have more low skilled opportunities, or has innovation in the sector become a driving force of employment?

C- Grantee-driven Learning questions:

User Category: Grantees

This focuses on learning questions relevant to (1) effective sourcing of Social enterprises, (2) Effective sourcing of Private sector partners (for value chain gaps and employability skills gaps), (3) scalability of successful partnerships the alliance formulated beyond Green Works (leverage), (4) Can Angels investors become a sustainable partners for accelerator and incubators and (5) can decentralization of BDSOs and employability hubs provide cost effectiveness along with quality and documented impact

Learning Questions:

- 1- Are SE's with previous exposure to a support program have a higher growth potential than those who are entering a support program for the first time? Excluding the grant, does the value added through the ecosystem outweigh the dependability fallout?
- 2- Is the green economy in targeted countries sustainable enough to absorb and sustain job targets in the long run?

D- Wider local and regional ecosystem-driven Learning questions:

User Category: This includes all other relevant players in the field of employment creation outside of the alliance.

This focuses on learning questions relevant to (1) effective cluster synergies, (2) ecosystem leveraging and (3) knowledge management on the ecosystem level and (4) disseminating effective cluster approaches into the wider ecosystem.

- 1- Are SE's in the green economy scalable?,hence, attractive for investors? Is one sector more scalable than the other? Are SE's with the most impact tend to be the least scalable ones?

To gain insights, and validate undertaken assumptions about the impact of this program, we designed 10 learning questions that relate to various user categories, and evaluate different aspects at the program level. In doing so we will equip a methodology that will combine data collected at the outcome level, and validate it with a combination of interviews, focus group discussions, surveys, and quarterly alliance learning calls. The findings of this exercise will be disseminated to our alliance partners, the ministry, and when applicable to the public