

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 to be determined in coordination with the ministry</i>	Baseline study – after conclusion of programme activities	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 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) 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

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