



Terms of reference for the final evaluation

Project:

***Regional Social Entrepreneurship Support Programme in the
Western Balkans - WB6 LAB***

AFD Convention No: CZZ 2629 01 G

15/10/2021

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I - Presentation of the project to be evaluated and its context

1. Situation in which the project takes place

Between 30% and 60% of young people in the region are now unemployed. In addition, around 25% of young people aged 15-24 in the Western Balkans are inactive or NEETS (Not in Education, Employment or Training). This results in a large share of the informal economy, which mainly affects the less qualified. Along the former conflict zones and along the migration route through the Balkans, these high rates of youth unemployment and inactivity are associated with poverty and exclusion, and even violence. Finally, unemployment, job insecurity and poverty also drive many young people to migrate.

Firstly, this project aims to fight against inequalities and promote a more inclusive and sustainable development in two ways. On the one hand, by promoting the economic and social integration of young people who form a fragile population in the context of the Western Balkans. On the other hand, social entrepreneurship, which will be promoted through the WB6 Lab programme, is a model that puts economic performance at the service of the general interest: it aims to achieve financial equilibrium and uses the profit generated to enable everyone to access essential goods and services.

Secondly, this project aims to promote dialogue and cooperation between actors and between territories through the mobility of participants, the organisation of regional training, exchange workshops and events as well as the creation of a real network around the WB6 Lab programme.

By seeking to strengthen the economic and social inclusion of young people in Western Balkan societies and by promoting encounters and dialogue between communities, this project aims to restore social links broken by identity-based divisions in order to promote peace and reconciliation in the Western Balkans region.

2. Presentation of stakeholders

- **PULSE**

Created in 2006, PULSE is an association whose mission is to support entrepreneurship as a lever for inclusive and sustainable development. PULSE was founded on the conviction that everyone can become an actor of change, provided they have the means to do so.

Today, PULSE is active in 18 countries through some twenty support and awareness-raising programmes and 4 incubation sites (Bidaya - Casablanca, Lab'ess - Tunis, PULSE - Montreuil and Oribi - Cape Town). PULSE leads a community of nearly 2,000 entrepreneurs and provides individualised support to 150 of them every year.

PULSE opened an office in Belgrade in June 2019 for the purposes of its WB6 LAB project, entitled: PULSE Serbia.

- **RYCO - Regional youth cooperation office**

RYCO is an intergovernmental organisation that manages and promotes regional, cross-border and intercultural cooperation within and between its six Western Balkan contracting parties (Albania, Bosnia and Herzegovina, Kosovo*, Montenegro, North Macedonia and Serbia). RYCO's unique governance system brings together government and civil society representatives to ensure that young people are represented at all levels of the organisation.

*This designation is without prejudice to positions on status and is in line with UNSCR 1244 and the ICJ Opinion on the Kosovo Declaration of Independence.

Its local branches represent the RYCO in the six contracting parties, while its headquarters is the centre of the organisation. In 2017, the MEAE highlighted the important needs of young people in the Western Balkans in terms of peace and reconciliation, access to employment and social integration. It proposed to the RYCO the establishment of a social entrepreneurship programme around youth, based on the model of the French Institute's SafirLab programme. This project was highlighted at the Trieste summit (12 July 2017).

RYCO has been involved in the development of the project from the beginning of the process, contributing to the needs assessment. It is now a key financial and strategic partner in the project.

- **SEEYN - South East European Youth Network**

SEEYN is a regional network of CSOs, established in 1999. With its secretariat based in Sarajevo, Bosnia and Herzegovina, SEEYN brings together 22 member organisations from the SEE region, more than 300 youth workers and activists, and more than 2500 volunteers and young people. It has an operational pool of 70 experienced and high quality experts. SEEYN has 20 years of expertise in cross-border youth cooperation, CSO capacity building, societal reconstruction, solidarity and a bottom-up approach to peace building and reconciliation.

SEEYN has been a strategic partner of RYCO since its inception, participating as an experienced regional actor working on the cross-border mobility of young people

SEEYN has been involved in the development of the project from the beginning and is now an operational partner alongside PULSE.

- **The Institut Français**

The Institut Français is a public institution responsible for French cultural actions abroad. Its initiatives cover various artistic fields, intellectual exchanges, cultural and social innovation, and linguistic cooperation. Throughout the world, it promotes the French language, as well as the mobility of artworks, artists and ideas, and thus works to foster cultural understanding.

The WB6 Lab project is directly inspired by the engaged youth support programmes run by the Institut Français, in particular SafirLab and AyadaLab, which have supported more than one hundred young cultural and social entrepreneurs in Africa and the Middle East.

In collaboration with PULSE, the Institut Français participated in the development of the WB6 Lab project.

- **OFAJ - Franco-German Youth Office**

The Franco-German Youth Office (FGYO) is an international organisation for Franco-German cooperation based in Paris, Berlin and Saarbrücken. It was created by the Elysée Treaty in 1963. The Office's mission is to encourage relations between young people from both countries, to strengthen their understanding and, in so doing, to promote the development of representations of the neighbouring country.

The OFAJ is a partner of RYCO and supports its development. It is involved in some of the project's activities, including training for local structures.

- **Local structures**

Yunus Social Business Balkans (Albania, Tirana): Yunus Social Business Balkans believes in the power of business to solve social problems and serve humanity. The objectives of YSB Balkans : (i) to be the first step for social entrepreneurs, investors and support partners in their journey towards social entrepreneurship; (ii) to provide high quality support to entrepreneurs, (iii) to build an agile, resilient and sustainable organisation.

Nesto Više (Bosnia and Herzegovina, Sarajevo / Mostar): "Nešto Više" promotes positive changes in society by providing individuals and groups with education and training, networking, internships, volunteering; all in order to develop and train competent and responsible leaders who promote belonging to a common and inclusive society. Nešto Više was established in 1997 as a network of youth centres. They have continued to work with young people, including developing their skills, to support rural development in Bosnia and Herzegovina. They also focus on promoting entrepreneurship: they have worked with 150 primary schools in BiH to create a 'school enterprise', i.e. an extra-curricular section in each school where pupils can learn basic entrepreneurial skills. Nešto Više bought a 1.1 ha farm in 2014. The farm was conceived as a pilot area for the introduction of organic farming and the promotion of the green economy. In 2016, Nešto Više established his own social enterprise, EkoDizajn llc.

Balkan Green Foundation (Kosovo, Prishtina): Balkan Green Foundation is a regional initiative created to advocate and promote sustainable development in the Western Balkans, focusing specifically on a number of key issues such as sustainable economic development, environmental protection, green business development and the fight against climate change. Together with its partner organisations, Balkan Green Foundation focuses on promoting solutions that foster development models, which are in line with the latest global developments, global challenges and national EU integration agendas.

Organization for Social Innovation "ARNO" (North Macedonia, Skopje): ARNO supports social innovation through the development of new options for digital creativity and various social initiatives, which are developed by active and independent citizens acting together and thus contribute to community development and positive changes. ARNO is recognised as a national leader in social entrepreneurship for its contribution to the development and promotion of social innovation and economy.

Innovation and Entrepreneurship Centre Technopolis (Montenegro, Nikšić): The mission of Technopolis is to develop and promote entrepreneurship and technological innovation to foster the creation of new businesses. Based on the "Strategic Plan for the Establishment of a PTS in Montenegro" (2012), the Montenegrin Science and Technology Park was conceived as a network structure based in Podgorica, with three decentralised units located in Nikšić, Bar and Pljevlja. In the building constructed in Nikšić, Technopolis has a space for SME and start-up development, a dedicated biotech lab, a *design* lab and a data centre. Thanks to the implementation of 20 projects and more than 100 partnerships in over 20 countries, Technopolis is also recognised as an innovation centre that works internationally.

Smart Kolektiv (Serbia, Belgrade): Smart Kolektiv is an independent non-profit organisation founded in 2003 in Belgrade. Smart Kolektiv is a pioneer in promoting the concept of corporate social responsibility and social entrepreneurship in Serbia. Smart Kolektiv's work since 2009 has been to focus on creating an enabling environment for social enterprises (SE), including concrete support for SEs. Their efforts in this area have resulted in the establishment of an Impact Investment Fund in 2019, which is the first impact investment instrument of its kind in Serbia. In 2010, in partnership with the *Responsible Business Forum Serbia*, Smart Kolektiv launched the *Youth Business Serbia* programme to support young entrepreneurs and in 2012 joined the *Youth Business International Network*, reaffirming their continued support for young entrepreneurs and social entrepreneurs. Since its

inception, SK has supported more than 7,000 CSOs, social enterprises and young entrepreneurs seeking to transform their communities.

3. Description of the current project and background

a) History of the project

The project has been developed jointly by RYCO, SEEYN and GROUPE SOS Pulse since mid-2017 in cooperation with representatives of the MEAE, the French Institute, the MAA and the OFAJ. The participation of each partner in the process of identifying needs and collective reflection is explained by the history of the partnership relations. The pooling of information, skills and experience gained from other projects has gradually led to the emergence of the idea of a programme to support youth social entrepreneurship in the Western Balkans, from the idea to the creation of the business.

This current project is therefore part of the mission of the Regional Youth Cooperation Office (RYCO), an organisation founded in July 2016 with the support of the OFAJ (Franco-German Youth Office), to enable young people in the region to get to know each other better, to exchange and to create new synergies to promote reconciliation in the region. This project proposes to share French expertise in favour of the emergence of young social entrepreneurs so that they can be drivers of change in their society in key areas for the future: environment and climate, social inclusion, education, migration, youth employment, etc. Two transversal themes are also targeted: intercultural dialogue and regional cooperation.

The present project (AFD Convention n°: CZZ 2629 01 G) started on 01/10/2019 for a duration of 3 years.

b) Project objectives

Overall objective: To open new spaces of reconciliation for the youth of the Western Balkans through social entrepreneurship

Specific objectives :

- SO 1 - Strengthen the capacity of the social entrepreneurship ecosystem in the Western Balkans region
- SO 2 - Raise awareness of social entrepreneurship in the Western Balkans among people aged 15 and over and key actors in the economy.

c) Total project cost and funding

Table of contributions by actors in the initial and post application

Origin of resources	Estimated resources (agreement) Tier 1 (in €)	Estimated resources (agreement) Tranche 2 (in €)	Cumulative forecast resources (convention) Tranche 1 + Tranche 2 (in €)	Share of planned resources/total planned resources (convention) (in %)
1 - AFD and French Ministries' contribution	285 973	213 656	499 629	50,00%
2 - Other resources mobilised				
2.1 - RYCO	191 060	122 476	300 000	30,00%

2.2 - Resources of private origin	90 973	88 656	179 629	17.98%
2.3 - French and international public resources	3 939	2 525	20 000	2.02%
OVERALL TOTAL OF RESOURCES	571 945	427 313	999 258	100,00%

d) Target audience

Young people aged 15-35, in particular :

- At least 216 young entrepreneurs aged 18-35 through the social entrepreneurship coaching programme
- At least 1,010 people, aged 15 and over, are made aware of social entrepreneurship during design thinking workshops (at least 810 people) and a regional forum on social entrepreneurship (at least 200 people)

e) Role and participation of the different actors

The steering, preparation of the operational action plan and monitoring of the project are carried out by GROUPE SOS Pulse, in partnership with all the partners.

- Presentation of the project management system in place

GROUPE SOS Pulse, with a project coordinator, is responsible for the supervision and coordination of the entire project, and has delegated the operational implementation of the majority of the project activities to local structures (see above).

Until now, the operational partners of the consortium have been monitoring the activities of the local structures; this work is carried out by 3 project managers, one per partner, with a geographical distribution as follows

PULSE: Serbia (Smart Kolektiv) and Kosovo (Balkan Green Foundation)

RYCO: Albania (Yunus SB) and North Macedonia (ARNO)

SEEYN: Montenegro (IEC Tehnopolis) and Bosnia and Herzegovina (Nesto Vise)

- Monthly strategic meetings are held between the 5 consortium partners.
- Monthly coordination meetings are held between the project coordinator, the 3 project leaders of the consortium and the 6 project leaders of the local structures.
- Weekly meetings are held between the project coordinator and the 3 project leaders of the consortium
- Weekly individual meetings are held between the consortium project leaders and the project leaders of the local structures, according to the above geographical distribution.

These meetings provide feedback on operations and regular opportunities for strategic reflection.

The GROUPE SOS Pulse teams also carry out several missions in the field in order to meet the local teams, provide support and plan the next stages of the project.

In addition to its management role, GROUPE SOS Pulse provides its expertise to local partners via numerous training courses to ensure that they become more competent in supporting social entrepreneurs.

f) Activities and main expected results

- **Objective 1: To strengthen the capacity of the social entrepreneurship ecosystem in the Western Balkans region**

Result 1: The capacities of 6 local support structures for youth entrepreneurship initiatives are developed to respond effectively and efficiently to the needs of entrepreneurs

Output indicator: 6 local structures benefit from a 6-month capacity building programme

Main activities:

- A1 - Call for applications and selection of 6 local structures
- A2 - Establishment of a local SOS Pulse office in Serbia working in partnership with the selected local structure and the RYCO Local Branch Office in Serbia
- A3 - Analysis of the needs and practices of the structures selected by the local office of the GROUPE SOS Pulse
- A4 - Harmonisation of the content of the training of trainers by all project partners
- A5 - Regional training of trainers in Bosnia and Herzegovina
- A6 - Coordination of the programme in the six contracting parties by the project partners

Monitoring indicators:

- 1- Six local structures are selected following the call for applications (one in each contracting party)
- 2- Six personalised support methodologies are designed for local structures
- 3- The support methodology for the 6 local structures is harmonised at regional level
- 4- 12 members from the 6 local structures are trained
- 5- Field missions are carried out by the GROUPE SOS Pulse regional coordinator and the local RYCO managers

Outcome. 2: The ideation phases allow young project leaders from the Western Balkans to develop innovative solutions to the problems faced by their communities

Output indicators: At least 216 young entrepreneurs, aged 18-35, from the Western Balkans region are supported over the 3 years of the project

Main activities:

- A1 - Harmonisation of the methodology for accompanying entrepreneurs (once, at the beginning of the project)

The following activities will be implemented twice during the project (two cycles):

- A2 - Ideation phase
 - A2.1 - Call for projects (a minimum of 3 applicants per project)
 - A2.2 - Selection phase of 6 projects per contracting party
 - A2.3 - Ideation programme run by local structures that provides entrepreneurs with contacts, tools to strengthen their financial model, manage administrative difficulties of starting a business, create a brand identity and develop a communication strategy
 - A2.4 - One day of demonstration of contractors' projects with selection of two projects per contracting party

Monitoring indicators:

- 1 - A programme meeting is organised to harmonise the support methodology
- 2 - At least 360 applications are received for the two calls for projects (an average of 30 applications per Contracting Party per round)
- 3 - At least 216 participants are selected for the ideation phases (based on at least 3 members per team)

- 4 - 72 social entrepreneurship projects are supported throughout the two ideation phases
- 5 - A mentor is assigned to each project at the end of each ideation phase
- 6 - 24 projects are selected at the end of the two ideation phases
- 7 - 12 demonstration days are organised to select the 12 projects from the two ideation phases

Outcome 3: Winners of the ideation phases benefit from a regional incubation phase

Result indicator: 24 winning projects from the ideation phases are supported in strengthening and accelerating their social entrepreneurship projects through a regional incubation phase

Main activities planned:

The following activities will be implemented twice during the project (two cycles):

A1 - Bootcamp to launch the incubation phase (first in Montenegro, second in Albania)

A2 - Regional mobility programme for supported entrepreneurs

A3 - Regional Mentoring Programme

The following activities will be implemented only once:

A4 - Closing event in Serbia for cycle 1

A5 - Programmatic meeting to readjust the project for cycle 2

Monitoring indicators:

1- Two 5-day regional bootcamps with at least 100 participants are organised to launch the incubation phases

2- 24 professional meetings with a regional dimension are organised to enable entrepreneurs to develop their project (1 person/team)

3- Each project is accompanied by a mentor throughout the incubation phase

4- A regional closing event is organised, bringing together at least 150 people

5- A programmatic meeting of the partners is organised at the end of cycle 1 and allows the elaboration of a readjustment plan for cycle 2 if necessary.

- **Objective 2: To contribute to the awareness of social entrepreneurship in Western Balkan societies among young people aged 15 and over and key actors in social entrepreneurship**

Result 1: An identity is created around the project and promoted at regional level

Result indicator: A regional communication strategy is developed jointly by the project partners

Main activities planned:

A1 - Unification of the project around a single identity "WB6 Lab".

A2 - Creation of online information and awareness-raising tools: a website and social network accounts

A3 - Creation and distribution of paper communication materials at the various events

A4 - Harmonisation of communication strategies between local structures, partners and headquarters

Monitoring indicators:

1- A common visual identity is created for the project

2- Publication on the website of a newsletter every month during the 10 months of the social entrepreneurship support programme

3- Throughout the project, one publication/week on social networks about the WB6 Lab project

3- Creation of paper communication tools (brochures, leaflets)

4- A common communication strategy is developed

Result 2: Social entrepreneurship is promoted among youth in the Western Balkans

Outcome indicator: Knowledge and interest in social entrepreneurship among young people in the Western Balkans is increased

Main activities:

A1 - Raising awareness of young people over 15 during training sessions on design thinking applied to social entrepreneurship

A2 - Promotional videos of incubation phase projects

Monitoring indicators:

1- 54 training sessions on design thinking applied to social entrepreneurship are organised throughout the 3 years of the project for 810 people (3 sessions per year per local structure for at least 15 participants at each session).

2- At least 24 promotional videos of 24 supported projects are disseminated in the media (project website, partner network, social networks).

Outcome 3: Key political and economic actors in the Western Balkans region are made aware of the value of social entrepreneurship for the development of the region

Output indicator: Advocacy actions are implemented within the Western Balkans region through regional events and a study on social entrepreneurship in the Western Balkans region

Main activities planned:

A1 - A Study on Social Entrepreneurship in the Western Balkans

A2 - A regional forum in Albania (merged with the closing event of cycle 2)

Monitoring indicators:

I1 - A study is conducted on social entrepreneurship in the Western Balkans region

I2 - A regional forum is organised in Albania with at least 200 participants (merged with the closing event of cycle 2)

II - Objectives and methodology of the evaluation

The final evaluation of the project will cover the initial application as well as the amendment requests submitted and validated since the start of the project.

The external final evaluation of the project will be carried out as follows:

- An **initial evaluation** will start in November 2021, with first recommendations expected for January 2022;
- A **short update of the results of the external evaluation in the** summer of 2022.

Please note that this is a **final evaluation of the whole project, divided into two steps**.

This external evaluation should consider i) the evaluation carried out by PULSE Serbia at the end of the first support program (cycle) with the Local Structures, the Partners and the final beneficiaries. It was an internal evaluation aiming at questioning the relevance of the methodology used; ii) the interim report produced by PULSE for its donors at the end of the first phase of the project (i.e. after the first 19 months).

It should be based on the following methodology and objectives¹:

¹ AFD toolkits on the cross-cutting themes of gender, environment and youth should be considered as reference tools in the evaluation.

1. Rationale / Objectives of the evaluation

a) Relevance

The evaluation first looks at the relevance of the project:

- In relation to the changing needs of local support structures in the region;
- In relation to the changing needs of project leaders in each intervention area;
- In relation to the SSE and social entrepreneurship ecosystem in each of the project intervention areas;
- Compared to the current context, marked by the Covid-19 epidemic.

b) Effectiveness: achievement of project objectives

Have the objectives and expected results been achieved, in quantitative and qualitative terms? What are the existing gaps? How can they be explained?

For the evaluation of the two specific objectives of the project, particular attention should be paid to the outcome indicators reported. Other indicators may be used during the evaluation to assess the effectiveness of the project.

c) Efficiency

It is a question of measuring and analysing the human, technical and financial resources mobilised by each project partner in relation to the results achieved.

It is also about measuring the role, involvement and impact of each partner in relation to their initial role and respective expertise. How effective was cooperation among all the partners in the consortium?

The causes and consequences of deficits in the mobilisation of internal and external resources will be examined in relation to the quantitative and qualitative results of the project.

Other questions could be considered: To what extent did the project achieve the results in its proposed timeline? How the covid-19 restrictions and protective measures affected the efficiency of the implementation? How well did the project collect and use data to monitor results?

d) Sustainability/ Viability

The aim is to analyse the effects of the project and its chances of continuing once the external support has ended. Did the operational partners appropriate the methods and contents of the training courses during the incubation period? How have they adapted them? Will the entrepreneurs have sufficient tools to start their business? Will regional interactions continue after the support? To what extent the achieved results are likely to sustain over time? What are the factors that enable or impede the sustainability of achieved results?

It is also necessary to assess the financial viability of the project, taking into account the current demand for recurrent funding from AFD.

e) Measuring the impact

The aim is to measure the impact of the actions carried out during the WB6LAB project, in particular on local structures and the entrepreneurs they support.

Particular attention will be paid to the conclusions of the work in progress within PULSE on measuring the impact of the association's incubator activities.

f) Gender

The evaluator will be asked to take into account the changes made between Tranche 1 and Tranche 2 of the project, and the ongoing work on **gender mainstreaming within the project**.

To what extent were gender considerations mainstreamed throughout the project? To what extent did the project support the involvement of young women and girls in social entrepreneurship initiatives? How has the pandemic affected or hindered the participation and contribution of young women and girls in this project in general?

g) Recommendations

The recommendations are expected to address the following issues

- The mechanisms put in place to support local structures within their respective ecosystems;
- The tools and mechanisms put in place to support project leaders and enable them to acquire new skills;
- The relevance and possible evolution of awareness-raising and advocacy activities ;
- The relevance and impact of the creation of a regional ecosystem and the mobility of project leaders.
- The impact of cross-cutting capacity building activities carried out by GROUPE SOS Pulse for the benefit of the Project partners.

As a request for the project to be repeated was submitted to AFD in July 2021, particular attention will be paid to the precision of the recommendations resulting from this final evaluation mission. These recommendations will be used, if necessary, to feed the NGO Initiative Note (NIONG) which will be submitted to AFD in February 2022.

2. Methodology

a) For the final evaluation mission

The number of days is given as an indication.

Preliminary work: 2 days x 1 consultant

- ✓ **Document review:** Review of the main existing documents on this project at PULSE headquarters or online (multi-country interim implementation report, etc.).
- ✓ Discussions, **exchanges** with the project managers **in Paris (PULSE)**;
- ✓ Production of a **preliminary note**: the documentary review and all the interviews in Paris will be the subject of a progress note which will set out the questions and hypotheses that the evaluators will address in the field.
- ✓ **First meeting in Paris (or remotely):** to discuss the preliminary note.

Fieldwork: 8 days x 2 consultants

- ✓ **Interviews (remote or face-to-face)** with the operational partners of the project (names and structures are given for information only):
 - In Albania :
 - RYCO: Ardita Bonatti PC, Bojana Bulatovic PM, Matilda Karcenaj M&E C
 - Yunus SB: Sonila Necaj, Shkelzen Marku
 - In Bosnia and Herzegovina :
 - SEEYN: Marinela Sumanjski, Mirela Rajkovic
 - Nesto Vise: Adem Lisicic, Aleksandar Bundalo
 - In Kosovo: Balkan Green Foundation: Shpend Mustafa, Vizar Azemi
 - In North Macedonia: ARNO: Irina Janevska, Olga Rajcic
 - In Montenegro: IEC Tehnopolis: Anja Grabovica, Aleksandar Janicic
 - In Serbia :
 - GROUPE SOS Pulse Serbia: Adrien DELABY, Maja MARKOVIC ;
 - Smart Kolektiv: Ivana Stančić, Neven Marinović
 - OFAJ: Frank Morawietz
 - French Institute: Marion Picard
- ✓ **Literature review (consultation of available documentation)**
- ✓ **Exchanges with beneficiaries – depending on the methodology proposed** (working groups, surveys, etc.).
- ✓ Analysis of the data and **drafting** of the **interim report**.

Restitution: 1 day x 2 consultants

- ✓ 0.5 days for the restitution (oral presentation) of the draft report to PULSE and its partners;
- ✓ 0.5 days for the submission of the interim report to AFD (to be confirmed with the donor);
- ✓ 0.5 days for the writing of the final report after possible integration of comments.

b) For the update of the conclusions

Fieldwork: 4 days x 2 consultants

- ✓ **Interviews (at a distance)** with the project's operational partners and some of the beneficiaries.
- ✓ **Literature review.**
- ✓ Data analysis and updating of the final evaluation report

Restitution: 1 day x 2 consultants:

- ✓ 0.5 days for the restitution (oral presentation) of the final report to PULSE and its partners;
- ✓ 0.5 days for the finalisation of the final report after possible integration of partners' comments.

It should be noted that the results of the final evaluation will be transmitted AFD, RYCO as well as well as to the others partners of the Consortium.

Please note that a Steering Committee will be implemented to ensure the follow-up of this mission with regular meetings with the consultants.

III - Assessment procedures

1. Means

a) Human Ressources

The team will be composed of two (2) experts (or a team considering the scope of the evaluation), covering between them the following competences:

- English - knowledge of the French language (language used with AFD) and one of the languages of the region would be a plus;
- Expertise in evaluation techniques;
- The pair must have worked together several times before;
- Knowledge of the issues and main actors of social entrepreneurship in the Western Balkans.

b) Financials

The financial envelope for the realisation of this evaluation is estimated at a maximum of **€15,000 including VAT (fifteen thousand euros)**. This amount covers all costs related to the evaluation, local and international transport, per diem, etc.

The methodological proposals must be presented (according to the outline in the Annex) and include a detailed provisional budget (in accordance with the model presented in the Annex) included in this envelope.

2. Timetable for the evaluation

The final evaluation mission will take place **between November 2021 and 31 January 2022**, so that the results can feed into the full application form requested by AFD for Phase 2 of the project².

The update of the conclusions of the final report will take place **before the end** of the project (31/09/2022).

3. Expected products

The evaluation team will be asked to provide:

- A **preliminary note** (in electronic form in Word format), **in French and English**³, presented before the start of the evaluation on the ground. It will detail key elements from the technical offer initially transmitted (cf. Appendix 2): methodology, data collection tools and mechanisms, proposed work plan and timeline, proposed templates to carry out the interviews, etc.
- A **mid-term final report**, in French and English, in January (see Timeline);
- A **draft final report in French and English**, concluding the evaluation, sent in electronic form in Word format within a reasonable period of time to allow stakeholders to become familiar with all the documents.
- A **final report, in French, and English** integrating the remarks made during the evaluation feedback meeting will be produced and sent in electronic version. This report will be updated during the second part of the mission.

The reports must include, but not necessarily be limited to, the following:

² Subject to validation of the memorandum of intent by AFD

³ Consultants could consider using translation software.

- Title and opening pages;
- Table of contents;
- List of acronyms and abbreviations;
- Executive summary;
- Introduction;
- Description of the intervention;
- Evaluation scope and objectives;
- Evaluation methodology;
- Data analysis;
- Findings and conclusions;
- Concrete and constructive recommendations to be addressed to one or more stakeholders.
- Report annexes.

4. Criteria for the selection of the evaluation team:

The team of consultants/evaluators is invited to submit technical and financial proposals (in accordance with the attached templates) for the evaluation.

The selection will be based on the following criteria:

- ✓ Statement of the problem and understanding of the subject ;
- ✓ Proposed methodological approach;
- ✓ Qualifications, experience and skills of the experts ;
- ✓ Experiences of the area and the project issue to be evaluated ;
- ✓ Complementarity of the proposed team;
- ✓ Details of the prices and costs of the various services (to be submitted in accordance with the attached model) ;
- ✓ Timetable for the completion of all services.

5. Response and contractual terms

a) The methodological, technical and financial proposal

The proposal shall include a team of two (2) evaluators as described in paragraph 1)a)

Proposals with only one evaluator will not be considered.

The proposal should not exceed 10 pages.

The methodological, technical and financial proposals (response to these Terms of Reference), together with the CVs of the experts, must be returned to the SOS Pulse Group by **31/10/2021 at the latest in electronic format only to the** attention of :

Kelly ROBIN, Projects and Development Director, kelly.robin@groupe-sos.org
CC: Adrien DELABY, Project Coordinator, adrien.delaby@groupe-sos.org

The selection will be made no **later than 3 November.**

b) Contract and payment

A single contract (in Euros) will be signed with the team of evaluators (not one contract per evaluator). PULSE will not be responsible for the financial allocation between the evaluators and cannot be involved in negotiations between the evaluators regarding the financial allocation. PULSE will deal with one and only one entity, the evaluation team, via the team leader (as described in paragraph 1)a)

Payment will be made in 3 separate instalments:

- 30% on signing the contract ;
- 40% after **validation** of the final report ;
- 30% after **validation of** the updated final report.

Once the provider has been selected and any negotiations have been completed, the contract **must be signed before 12 November**.

c) Late fees

It shall be agreed between the parties that any day's delay in the submission of the final report by the Consultant shall be punishable by the deduction of 10% of the total fee.

Annex 1

Model⁴ of a provisional estimate

Company name :

Contact details and address:

QUOTATION No.:

Title of the study :

Title of expenditure	No. of units	Unit Cost	Total cost (incl. VAT)
International Flights (With proof of identity AND boarding passes)			€
- Return flights :		€	€
- Return flights :		€	€
		€	€
Perdiem (day pass without proof)			€
- Evaluator 1 :		€	€
- Evaluator 2 :		€	€
Domestic travel (on presentation of invoice)			€
- Estimated travel costs locally (Contracting Party) ⁵		€	€
- Estimated travel costs in France		€	€
Salaries / Fees (flat rate cost - unit in days)			€
- Evaluator 1 :		€	€
- Evaluator 2 :		€	€
Other costs (documentation, reprography, communications...) (Flat rate costs)			€
-		€	€
-		€	€
-		€	€
Total amount including VAT:			€

Additional comments :

⁴ To be submitted on letterhead where possible.

⁵ The local partner may be able to provide transport for the evaluators if travel is planned well in advance (to be confirmed).

Annex 2

Outline of the response

The response to the Terms of Reference should be organised around the following 3 sections:

1. Understanding the Terms of Reference

This section will describe, among other things, the proposed team's understanding of :

- of the Terms of Reference presented ;
- the context of the project ;
- of the project itself.

2. Working methodology and expected results

This section will describe, among other things:

- the methodology proposed to achieve the objectives of the evaluation in a documented, reasoned manner, highlighting precise data collection tools and mechanisms;
- an indicative timeline ;
- the expected results ;
- the limits of evaluation ;
- any other information that would allow a good understanding of the method used.

As the working methodology may change depending on the assessment of the health context, the team is invited to specify its proposal and different scenarios to manage the key risks and/or limitations.

3. Composition of the evaluation team

This section will describe, among other things

- the composition of the team,
- the profile of the experts,
- the complementarity of the two experts,
- the strengths of the proposed team.

4. Annexes

- CVs of experts
- the estimate for the service (see template provided).