



Terms of Reference

POSITIONS:

Senior Non-Key Expert on monitoring & evaluation and sustainability of support structure

Junior Non-Key Expert on monitoring & evaluation and sustainability of support structure

Experts on Component 2, Activity 2.3.:

Component 2 - Establishment, organisation, management and operation of support structure for social enterprises with local support contact points

Activity 2.3 – The Contractor will develop a monitoring and evaluation system to measure the impact and effectiveness of the established support structure, will propose and implement changes necessary for the sustainability of the structure, including composition of implementing parties, financial stability and service offer in preparation of handing it over to local organisation(s).

1. Overall assignment information

Implementing Consortium: EPTISA in consortium with Barka Foundation and ECORYS
Project Name: “Support to Social Enterprises”
Project: EuropeAid/140105/DH/SER/MK, Contract no. 2019/413-967
Project Duration: September 2020 – September 2022

2. Assignment Background

The aim of the Project is to support long-term and sustainable employment and business opportunities for vulnerable and marginalised groups by establishing support structures for social enterprises that will provide a range of services such as knowledge transfer, capacity-building, education and training, business coaching, organisation of events, sharing of office space or equipment. The Project will identify needs, develop and promote new services, and will offer further support to establishing the eco-system for SE development, by facilitating adjustments to the policy and legal framework. The envisaged target groups are: public institutions such as Ministries, municipalities, ESA, APE, civic society organisations, social enterprises, universities and schools, companies, etc. The project consists of the 4 components, as outlined below:

Component 1 - Creation of favourable and coherent legal, regulatory, financial support and monitoring framework for social enterprises

Component 2 - Establishment, organisation, management and operation of support structure for social enterprises with local contact points

Component 3 - Capacity building

Component 4 - Awareness raising, communication and visibility

3. Description of the assignment

The experts will work in close cooperation and collaboration with the project Team and SE Support Team working on activity 2.2, in order to achieve the expected results - develop a monitoring and evaluation system to measure the impact and effectiveness of the Centre for the Support of Social Enterprises and associated local contact points, and propose solutions for sustainable operation beyond the duration of the Project. The SNKE's and JNKE's work will be coordinated and supervised by the Team Leader. The assignment of the Senior Non-Key Expert and JNKE shall be directly linked to the delivery of requested services within the Activity 2.2.

Activities that are related to the activity 2.3. are as follows:

This Activity will focus on developing **monitoring and evaluation (M&E) system to measure the impact and effectiveness of the Centre for the Support of Social Enterprises and associated local contact points** and will be developed in collaboration with MLSP. The main elements of the M&E system will consist of a set of indicators and a procedure for evaluating the performance (in terms of impact and effectiveness) against these indicators.





To monitor the impact of the services provided by the support structures as a whole, the SNKE in monitoring and evaluation will develop key performance indicators in relation to the specific areas of work of the of the Centre for the Support of Social Enterprises and associated local contact points. Those indicators would be related to local animation (number of local partnership agreements between SEs and local institutions signed), number of new SEs created, number of trainings and workshops provided to existing SEs, number of workplaces created, etc.

Impact will be measured through a survey methodology based on questionnaires and interviews. The baseline survey will be carried out at the beginning of the assignment and an end-line survey will be carried out in the last month of the project. The surveys will gather data on the key performance indicators, consisting of a questionnaire with social enterprise managers and interviews with other key stakeholders. The final impact evaluation will draw from the baseline/end-line surveys and other primary and secondary information sources to answer a set of evaluation questions that will be drawn up by the senior monitoring and evaluation expert (SNKE).

The **Monitoring and Evaluation System Report** will propose changes that could be implemented by the Social Enterprise Support Team to ensure sustainability of the activities. The SNKE in charge of monitoring and evaluation will propose and implement the changes necessary for the sustainability of the Centre for the Support of Social Enterprises and providing recommendations for ensuring sustainability for the network of local contact points, as part of the support structure. In preparing for handing the Centre over to local organisations the analysis will consider (a) the composition of the implementing parties, (b) the financial stability of the Centre and (c) the range and scope of the services offered by the Centre.

The SNKE with the support of the JNKE will also facilitate the decision on how the structure can be maintained in the future. They will draw up a Report presenting different models of existing Civil Society or social enterprise support schemes before the end of the project. They will conduct an analysis of different models for the **sustainability** of such CSO or social enterprise support structures. These could range from fully commercial organisations which charge clients for the provision of services, to fully government or donor-funded organisations that provide services free of charge to clients. A potential intermediate model could be the one where organisations provide an initial free consultation and a minimal package of advisory services, but then charge a fee for more complex services that may be provided (the so-called “free to enter, pay to stay” model).

The Experts will work on the 5- 6-year sustainability plan. Well-established support structures are crucial for the development of social economy. This is particularly true in the countries like North Macedonia, where social economy is a new concept and its institutions are not strong enough to sustain its own support structures (neither by the fees for services nor by the collective efforts to create consortia). Within the project, it is foreseen that the mechanisms of sustainability for the Centre to Support SEs will be created; in preparing sustainability plans, we need take into consideration that social entrepreneurship development in North Macedonia is in its initial phases. For this reason, support for the social economy infrastructure should initially be provided by the national and / or regional authorities within their national development plan, in the first years of implementing the SE concept in the country.

The Experts will make an assessment of various sustainability options, outlining the benefits and challenges of each option, including for the support structure itself to become a social enterprise, in the form of an association or a cooperative of social enterprise, or to become a part of some national agency or institution. A **Final Report on the Sustainability of the support structure as a whole** will be prepared on the most appropriate model for the continuation and sustainability of the support structure and how it can be maintained in the future. This Report will collect and present the results of the analysis of the different models of existing social enterprise support schemes and the analysis of the various options that were considered in the Beneficiary Country. Moreover, the Report will include proposals for systemic arrangements for financing and operating support structures as part of the public policy framework including selection criteria, standards for delivery of quality services, and approaches to performance measurement.

Activity 2.3. will focus on:

Develop monitoring and evaluation system to measure the impact and effectiveness of the Centre for the Support of Social Enterprises and associated local contact points, and propose solutions for sustainable operation beyond the duration of the Project.

**Summary of activity 2.3
month 8 – month 24**

- **Monitoring and Evaluation System Report** setting out the methodology for monitoring and evaluating the support structure, including performance indicators





- Baseline study carried out in the beginning of the specific assignment and End-line study carried out towards the end of the Project;
- **Monitoring and evaluation system developed with established key performance indicators for measuring the impact, cost-effectiveness and net benefit of the support structure as a whole**
- **Final Monitoring and Evaluation System Report**
- **Final Report on the Sustainability of the support structure as a whole**

Outputs/deliverables:

The Senior and the Junior Non-Key Experts under the supervision of the project Team Leader will work on following outputs/deliverables:

- develop a set of monitoring and evaluation indicators suitable to the social enterprise sector in North Macedonia;
- perform the baseline survey and the end-line survey with social enterprise managers and other key stakeholders;
- will draw the final impact evaluation from the baseline / end-line surveys and other primary and secondary information sources to answer a set of evaluation questions;
- use the key performance indicators prepared by SNKE to measure the impact and effectiveness (including cost-effectiveness and net benefit);
- will propose changes that could be implemented by the Social Enterprise Support Team to ensure sustainability of the activities within the Monitoring and Evaluation System Report;
- propose the changes necessary for the sustainability of the complete SE support structure based on the Final Evaluation Report;
- develop the Final Report on Sustainability of support structure.
- will develop the Final Report on Sustainability of support structure.

Working conditions:

- The assignment mission is planned to start in April 2021; exact date is subject to availability and negotiation with the candidate. Work base for interviews, meetings and presentations is primarily located in Skopje. Working time may involve some non-routine work hours. All NKEs shall prepare final mission report presenting shortly the activities implemented and outputs delivered. Due to the pandemic, situation may require acceptance of partly remote working in which case home based days have to be approved by CA and the fees agreed should be re-examined and re-negotiated for the home-based days.
- Assessment of working days:
The Senior NKE will have 20 working days
The Junior NKE will have 20 working days





4. Requested services and time-plan of the Senior and Junior Non-Key Expert:

Activities	Expected Deliverables	Schedule	Working Days
<p>Activity 2.3. - The Contractor will develop a monitoring and evaluation system to measure the impact and effectiveness of the established support structure, will propose and implement changes necessary for the sustainability of the structure, including composition of implementing parties, financial stability and service offer in preparation of handing it over to local organisation(s). In addition, the Contractor shall facilitate the decision on how the structure can be maintained in the future by collecting and presenting different models of existing Civil Society or social enterprise support schemes before the end of the project. This should include proposals for systemic arrangements for financing and operation of support structures as part of the public policy framework</p>	<ul style="list-style-type: none"> • Monitoring and Evaluation System Report setting out the methodology for monitoring and evaluating the support structure, including performance indicators • Baseline study carried out in the beginning of the specific assignment and End-line study carried out towards the end of the Project • Monitoring and evaluation system developed with established key performance indicators for measuring the impact, cost-effectiveness and net benefit of the support structure as a whole • Final Monitoring and Evaluation System Report • Final Report on the Sustainability of the support structure as a whole 	<p>SNKE: April - June 2021 5 working days</p> <p>September - December 2021 5 working days</p> <p>February - April 2022 5 working days</p> <p>July - September 2022 5 working days</p> <p>JNKE: April - June 2021 5 working days</p> <p>September - December 2021 5 working days</p> <p>February - April 2022 5 working days</p> <p>July - September 2022 5 working days</p>	<p>SNKE: 20 working days</p> <hr/> <p>JNKE 20 working days</p>





5. Required profile of the Experts:

a. Senior Non-Key Expert on monitoring & evaluation and sustainability of support structure

Qualifications and skills:

- University Degree in social studies (social work or public administration or economy) or 7 (seven) years of general experience above the minimum relevant experience requested in the field;
- Fluency in written and spoken English language;
- Good communication and reporting skills.

General professional experience:

- Minimum 5 years of experience working on issues related to social economy and/or social entrepreneurship;

Specific professional experience:

- At least 4 assignments in delivering advising services to Support Centres and associated structures
- Experience in developing systems to measure the impact and effectiveness of Support Centres will be considered as advantage
- At least 3 assignment related to preparation of sustainability plan

b. Required profile of the Junior Non-Key Expert:

Qualifications and skills:

- University Degree in the area of economy or social policy or political science or 3 (seven) years of general experience above the minimum relevant experience requested in the field;
- Fluency in written and spoken English language. Knowledge of Macedonian language will be considered an asset;
- Good communication and reporting skills.

General professional experience:

- Minimum 3 years of experience from working with small businesses or cooperatives or CSOs and/or social enterprises

Specific professional experience:

- Experience in monitoring and evaluation
- At least 1 assignment related to preparation of sustainability plan

Note:

Civil servants and other staff currently employed by public administrations of the beneficiary country are not eligible to apply as experts.

Experts must be independent and free from conflicts of interest in the responsibilities defined by the Terms of Reference.

