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**MEDUP!**  
Promoting social entrepreneurship in the Mediterranean Region

## TERMS OF REFERENCE

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### 1. Background

Social entrepreneurship has gained in the past few year lot of interest and recognition, for instance, Morocco has witnessed an increase in the popularity of social entrepreneurship during the past 5 years and a local social entrepreneurship ecosystem has started forming around the organizations acting in this sector.

The drive towards social entrepreneurship is actually common between different societies and economies (developed and developing ones) and finds its roots mainly in its mission of bringing about new solutions to social challenges and poverty while combining business with social impact.

Hence, the political, economic and cultural contexts of Morocco are shaping the ecosystem and the social entrepreneurship here. For instance, the current social issues taking into consideration the country's context that can be tackled by social entrepreneurship could be unemployment, disparities between rural and urban areas and environmental issues.

The MedUp project funded by the European Commission aims at enhancing social entrepreneurship and inclusive growth in the Southern Neighborhood; by promoting enabling environment in the Southern Mediterranean partner countries (including Morocco) for the development of the social entrepreneurship sector as a driver for inclusive growth and job creation.

In order provide the needed support to develop the social entrepreneurship ecosystem in the countries above a deep understanding of the local context, the progresses, challenges and opportunities of social entrepreneurship is mandatory.

### 2. General objectives

The study is commissioned in order to provide a mapping and description of relevant policies, legal frameworks, stakeholders, support organizations and programs and key social enterprises in Morocco. The results of the study will set a base for the following steps of the project and have to focus on



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- Providing a mapping of the social entrepreneurship ecosystem in Morocco (public, private and non-profit actors initiatives, legal frameworks ...) with a focus on challenges and opportunities;
- Identifying Moroccan social enterprises (focus, activities, seize, and KPIs ...) with the challenges they encounter, their service/support needs, and national success stories with focus on women and youth entrepreneurship, With a focus on SESOs that support women SEs.
- Providing recommendations for the next steps of the project regarding the interventions to plan especially to support social entrepreneurs and social entrepreneurship support organizations in Morocco.

### 3. Scope of work

The study focuses on social entrepreneurship at all 3 levels of the project: macro, meso and micro. It will act according to evidence-based strategies and findings to clearly identify SE public and private actors, initiatives, policies and legal frameworks in place, main challenges of the sector and other relevant issues. Particular focus in the research will be given to measuring the social economy and social entrepreneurship perceptions and priorities including barriers. This will steer the Action implementation, since it will identify key players in this field.

Below table provides a suggested outline for the report coming out of the Country Study. It is divided into the 3 levels of the project. It is up to the consultant in alignment with the country team to put this into an overall report including summary, introduction, methodology, overall conclusion and other relevant sections.

Outline report Country Study		Topics/notes
<b>Macro</b>	Synopsis of macro-economic analysis	What is general situation in country? What are political, economic, social, technological and legal developments?
	Enabling environment	What are the enabling/ disabling factors for women and youth working on social entrepreneurship in Morocco? Are there any specific factors that need to be taken into consideration when dealing with these two groups



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	-Legal environment, policies, regulations	Mapping of legal/government stakeholders, relevant policies and regulations. Assessment of key issues and opportunities for each of these. Are there any specific provision for certain groups (incentives for youth and women, special grants or loans,...etc)
	-Policy dialogue, government engagement	How is policy dialogue happening in country? How can government best be engaged? What are issues and opportunities?
	-Public awareness	How is public awareness on SE? How is this influenced?
	SE (or related) Programs and relevant international actors	Mapping of key programs on SE (running or recently completed) and international actors, with a focus on SESOs that provide support to women SE. How do they respond to women SE needs? are women SEs being included in program design and implementation?  Assessment of strengths and weaknesses and which programs/actors to partner/connect with.
	Conclusions	
	Recommendations – specific to project	
<b>Meso</b>	Definition SESO	Definition of SESO and description of categories (per type of support or per type of SE being targeted). Note that 'normal' enterprise support organizations can also be



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		very relevant.
	Mapping SESOs	Mapping of relevant actors in the space of supporting (social) enterprises with a focus on SESOs that provide support to women SE
	-Services provided by SESOs	Description of services provided, for whom, how long, how often/much, costs/subsidies, result expectations, unique approaches
	Gap analysis	
	-Quality, availability of services	Assessment of quality of services, availability of services (incl regional coverage) (is there enough capacity to support all SEs in need?) are women SEs being included in program design and implementation? Do these program respond to their needs? Do they allow them time and space to organize collectively?
	-Supply-demand analysis (services SESOs vs needs SEs)	Assessment of services available versus needs of SEs (see next section). What is covered, what is missing?
	Access to finance	
	-Mapping financial actors and mechanisms	Mapping of actors that (can) provide finance to 'normal'/social enterprises, mapping of financial products/services available, description of mechanisms to access finance, specific SE finance providers , do women and men SEs have equal



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		access to finance? How? And why?
	-Gap analysis access to finance of SE's	Assessment of what is missing; how do SE's experience access to finance specially women -led; analysis of possible disconnection between SE's and FI's
	Conclusions	
	Recommendations – specific to project	
<b>Micro</b>	Targetgroup	Mapping of existing SEs or potential SEs with special focus on the ones established by youth and women. Identify at least one SE model/prototype (if any)
	-SE definitions	This may be a multitude of SE definitions. Also the impact focus or range could be mapped (see two rows below) and differentiated for the definition. Country-specific definition, including rationale and examples, plus comparison to international definitions (EU, other countries) (where different and why)
	-Differentiation SE vs. normal enterprise	What is the real difference between SE and 'normal' enterprise? What makes SE unique?
	-Impact: employment generation (jobs) and/or beyond	What impact is targeted by the SE? Is it jobs or income? Or CSR? Governance? Or impact through products, services, or more? Note: SEs can tackle social or environmental issues through core



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		business.
	Sector analysis, size, turnover, types	Mapping of different sectors/industries that SEs are (or could be) active in, mapping of number and size of companies (# employees, revenue), description of categories/types of SEs if relevant. Listing of SEs (w short descriptions) as encountered during analysis, for future project activities.
	Challenges and barriers for SEs	Assessment of challenges, weaknesses, barriers for SEs, with focus on women SEs being internal or external to the organization, and specifically looking at commercial/market vs. social challenges/barriers.
	Opportunities and potential of SEs	Assessment of opportunities, strengths and potential of SEs in country, with focus on women SEs, again internal and external and commercial vs. social. Do women SE's have associations that represent them and help them develop relations with business environment and formulate demands from public authority and business organizations?
	Needs assessment for SEs	Assessment of needs of SEs in terms of support and access-to-finance
	Conclusions	



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	Recommendations – specific to project	
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#### 4. Implementation arrangements and required inputs:

##### a. Roles and Responsibilities

The roles and responsibilities of the various participants will be as following:

- The consultant(s) will be responsible for carrying out the study;
- Enactus Morocco will identify a steering committee who will facilitate the process and the follow up with the consultant(s)

##### b. Reporting process

- Regular weekly updates to steering committee by email for the duration of the contract, with options for face-to-face or skype meetings if necessary;

#### 5. Project schedule and deliverables

##### a. Timeline

Deliverables	Due Date
<b>1. Desk research report</b> <ul style="list-style-type: none"> <li>• Identifying of SE Actors in Morocco;</li> <li>• Describing of legal framework.</li> </ul>	<b>Week 1</b>
<b>Interviews and focus groups guides</b>	<b>Week 2</b>
<b>First study report</b> <ul style="list-style-type: none"> <li>• Highlighting the findings of the study</li> </ul>	<b>Week 6</b>
<b>Final study and needs assessments reports</b>	<b>Week 8</b>

##### b. Report guidelines

The report should be clear and precise using plain English, using correct and simple sentences and avoiding as much as possible the use of jargon while providing clear definitions of technical terms.

#### 6. Methodology



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The use of quantitative and qualitative research method is highly recommended in order to analyse, the data should be gathered through:

- Desk research;
- Interviews with key actors of the ecosystem;
- survey;
- Focus groups.

### **7. Consultant(s) Qualifications**

The ideal consultant (s) would have

- A proven track record of carrying out field studies and research;
- Excellent Knowledge of key research methodologies (research, qualitative, quantitative...);
- Excellent Knowledge of social entrepreneurship;
- Good writing and reporting skills in English;
- Experience with internationally or nationally operating NGOs and/or social entrepreneurship actors is highly desirable;
- Good Knowledge of and established network within the social entrepreneurship ecosystem including policy makers.