

Terms of Refences (ToR) for Partnership Agreement for Scale Up Component

Contracting authority:	Stichting SPARK
Programme title:	Skills Training Education Programme
Components:	Scale Up
Country- Region:	Lebanon (North Lebanon, Tripoli, and Beirut)
Duration:	9 Months Implementation + 3 to 6 Months Impact Monitoring

Ref.	Data	Specific Instructions /Requirements
1	Language of the Proposal	English
2	Currency of Proposal	US Dollar (VAT and other related taxes must be included)
3	Deadline for Submission	Until 1/08/2023 at 18:00 (LB Time)
4	Allowable Method for Submitting Proposal	Submit technical and financial proposal by email to tender_lebanon@spark-online.org Using the title – Start Up - Skills Training Education Programme – Regional Jobs Programme. For any enquiries please contact tender_lebanon@spark-online.org

1. Background

SPARK, in partnership with Islamic Development Bank is responding to the poverty reduction and economic inclusion need for vulnerable youth and women residing in Jordan and Lebanon through SPARK's Regional Jobs Programme. This dynamic

programme was designed in partnership with local companies, chambers of commerce, NGOs, private sector and governments to create employment for youth.

The protracted nature of the crisis in Jordan and Lebanon, and its duration requires an increased focus on resilience and development-oriented approaches. Current support provided by international partners is still largely humanitarian oriented. A shift is urgently needed towards more structured local economic development approaches, working towards sustainable poverty reduction through efforts to increase employment opportunities, reducing aid dependency and increasing self-reliance. Particularly given the multi-faceted reasons and the complexity of difficulties young people experience in accessing labour markets, there is a significant need for complementary pathways and durable solutions towards building youth's resilience and economic self-reliance.

In terms of a response, SPARK has set an outcome for scaling SMEs with high-growth potential and thereby create new jobs. This aim will be achieved by working with business support providers, the chambers of commerce, business associations, national SME agencies and relevant line ministries. The final beneficiaries are all youth (including refugees and women) as per our general target group, mostly graduate level students, recent graduates as well as young professionals.

SPARK is seeking a new partnership to create jobs and support high-growth potential SMEs to scale up their businesses and supporting business owners to improve skills, business owners' access through action-oriented coaching on main bottlenecks to grown finance and markets to expand their growth-oriented SMEs, which will, led to creation of new jobs. Additionally, by supporting high-growth SMEs access to markets and finances to expand their growth-oriented SMEs will provide longer-term sustainability of their businesses.

Programme Summary:

The objective is to create jobs through supporting high growth potential SMEs in Lebanon in collaboration with local universities, chambers and business support centers by providing them technical support through peer-to-peer learning, to build advanced business skills and to provide support through action-oriented coaching on main bottlenecks to grown finance and markets to expand their growth-oriented SMEs. Additionally, programme is aiming at providing technical assistance on the access to finance (matched to access loans or investments from financial institutions, such as Micro Financial Institutions (MFIs), banks, angel investors and crowdfunding solutions.) and access to market (creating/establishing new links to relevant local, regional and international markets through networking and matchmaking activities.). This will increase the opportunities to sustain their businesses and create jobs at the end of the programme.

Target Group: The programme targets refugee youth (50%) as well as host community youth (50%), with 50% women participation -

Outcome and Main Outputs:

Outcome: 120 sustainable jobs are created through supporting 60 high-potential entrepreneurs with coaching and access to finance- and markets to get their business started.

Output:

- 1.1 Business owners' skills are improved to expand their growth-oriented SMEs
- 1.2 Business owners' access to finance and markets to expand their growth-oriented SMEs is facilitated

Selection criteria for high-growth potential SMEs is going to be developed in consultation with SPARK's technical team.

2. Main Activities, Indicators, Potential Means of Verification:

The proposal should have clear defined activities, indicators and means of verification in line with SPARK's programme and global indicators. The proposal should include below target activities and indicators separately. It is not limited to the indicators given below:

	Activity	Minimum Target	Indicator
1.1	Conducting the Mapping Study for identifying needs of SMEs owners in high-growth potential sectors in Lebanon	1	# of Mapping Study published
1.2	Selecting the high-growth potential SMEs based on the selection criteria and providing intensive training modules	Minimum 60 SMEs	# of SMEs (Businesses) selected for further technical assistance # of SMEs participated in intensive training modules
1.3	Supporting business owners to improve skills ¹	Minimum 60 SMEs	# of SMEs received training sessions, coaching on business growth, common bottlenecks. # of SMEs received tailor-made coaching

¹ Supporting business owner to provide tailor-made coaching on access to finance or markets.

			on access to finance or markets
1.4	Supporting high-growth SMEs access to finances to expand their growth-oriented SMEs	Minimum 30 SMEs	# of SMEs businesses matched with the financial investors # of SMEs received advanced investment readiness training
1.5	Supporting high-growth SMEs access to markets to expand their growth-oriented SMEs	Minimum 30 SMEs	# of receive tailor-made support leading to the actual unlocking of a new market for the business # of signed business agreements after the technical assistance provided

3. The Definition and Measurement of Job Creation

The monitoring and evaluation team focuses on analysing the start-up and scale up program's impact on the local economic market by investigating the new job creation and safeguarding and the business' improvement and ability to scale or grow as a direct result of the program. The survey and data collection periods start after the program's closure and are repeated after three months and six months.

Job Creation refers to the process of providing new jobs, especially for people who were previously unemployed or inactive. There are four types of jobs we are tracking in the survey:

- Full-time (Employment contract of more than six months)
- Part-time (Employment contract less than six months)
- Internship and apprenticeship (Volunteer work / non-paid job)
- Freelancer/consultancy (One-time task)

Business Sustainability: Our job creation progress framework defines several improvements in the business areas through direct training and networking support, as described below. The businesses would be affecting positivity by enhancing the factors listed below:

- Revenue: reflects the total amount of income generated by the sale of goods or services related to the company's primary operations.

- Customer and User Base: the number of people who use a particular product or service offered by the businesses.
- Funding: the act of providing resources to finance the business to satisfy its necessity for cash when the firm acquires capital from external sources.
- Digitalization: the use of digital technologies to improve the business's operational efficiency, customer satisfaction, team collaboration and productivity, and competitiveness.

4. Requirements:

- i. The partner must meet the following criteria:
 - a. Have actual operations and legal active registration in Lebanon;
 - b. Be responsible for the preparation/ management/ implementation of the project in collaboration with related institutions governmental or non-governmental.
 - c. Be experienced in the field of curriculum development, training and, able to show that they have the capacity needed to manage the scale of the project in question,
 - d. Deliver tangible and efficient results,
 - e. Be able to efficiently budget and contribute to the success of the activities,
 - f. Demonstrating strong local presence in relevant programme countries.
- ii. The partner will comply with any legal obligations it is bound by under national law;
- iii. The partner will adhere to SPARK's General Terms and Conditions for partnership agreements.
- iv. The partner will implement all of the activities in close collaboration with SPARK's country, regional and expert team.
- v. The partner will have responsibility to track, collect and enter the relevant data (to be defined in the partnership agreement) to SPARK's internal data system such as Business Tracking System (BTS)

5. Application:

The proposal (in English) must detail the following:

- i. A brief description of the expertise/portfolio for the applying agency in the field of curriculum development, training and, placements,
- ii. Details why the applicant agency is a good candidate for this partnership based on the project,
- iii. Proposed dates / duration for implementing the program, (Detailed time plan) in Excel Format as an Annex

- iv. Detailed implementation plan, (Objectives, results/ outcomes & indicators/ outputs) (Detailed time plan) in Excel Format as an Annex. It should cover the indicators (outcome, output and activity level) given in this ToR.
- v. Monitoring and evaluation plan and description of the monitoring system – Including M&E SoP (if available)
- vi. Project team structure, roles and responsibilities,
- vii. Communication plan and activities, - as an Annex to Proposal
- viii. Estimated efficient budget with breakdown in detail that will be provided by SPARK.
- ix. Applicants have the flexibility to submit proposals for either the comprehensive project implementation in full components or partially for specific/certain activities, that suits their organizational capacity/expertise.

Other related documents shall be included as annexes.

The proposal must be **maximum 20 pages** in addition to the annexes.