



TERMS OF REFERENCE - GREEN ENTREPRENEURSHIP & IMM CONSULTANCY

PROJECT OVERVIEW

Alfanar and Drosos have been collaborating for the past three years to support the growth of the social entrepreneurship sector in Lebanon. As part of our latest project that started in August 2023, Drosos will be supporting us in strengthening Alfanar's management support, training and impact management methodologies for the Green Economy.

This comes at a perfect timing for Alfanar as we are envisioning to start supporting a green enterprises from Lebanon through our 3-year Sustain¹ cycle as well as launching short term Seed² cycles in Lebanon for cohorts of green enterprises. Such Seed cycles have already been launched in Egypt and there is an open application process for the next one ongoing at the moment.

Through this project, we are looking for an expert in the Green Economy to support us in adapting our training and methodologies to better support green enterprises. As such, the project will imply adaptations to existing documents, creation of new ones as well as training of Alfanar staff that are based in Egypt, Jordan and Lebanon.

RESPONSIBILITIES AND DELIVERABLES

The Consultant's responsibilities include the following:

- 1. Strategic Advisory:** Recommend a few options for supporting multiple Green enterprises through a four-month Seed cycle in the most impactful way, taking into account that Alfanar prioritises Green enterprises that also have a measurable social impact.
 - Clarify whether a sectorial, SDG or business model focus is more relevant
 - Highlight the needs of Green enterprises in terms of entrepreneurship support
 - Assess whether Alfanar staff can be trained to provide all the support needed or whether there are any specific gaps that green experts should be covering

⇒ **Deliverable:** A short memo or presentation to be discussed with Alfanar management
- 1. Alfanar's Due Diligence Adaptation:** As part of our selection process of both social and green enterprises, we have a due diligence process to identify risks and areas of weakness. This due diligence includes a draft Environment and Client Change questionnaire that is part of our ESG assessment and that was drafted based on a benchmark of what impact funds have put in place. This questionnaire should be reviewed as follows:
 - Review the questions and make any needed changes
 - Add a scoring methodology with a weighing of the most important questions
 - Highlight the questions for which a negative answer is a show-stopper and that should lead for Alfanar not to proceed until changes are made
 - Highlight the questions for which a negative answer should lead to technical assistance by an expert as the topic is important enough to make a significant difference for the business or for climate change

¹ A three year program during which Alfanar provides funding, management support, customised training and access to markets to a social enterprise whose business plan has been approved by our Investment Committee

² A four month program during which Alfanar provides funding and customised training to a cohort of social and/or green enterprises

⇒ **Deliverable:** A revised questionnaire with a scoring calculation

2. **Alfanar's Training Module Adaptations:** Alfanar has a training program called ASSET that is comprised of 12 training modules that are delivered either in group or in one-on-one sessions customised to the needs of the entrepreneur. We would like to adapt the following training modules for the Green Economy:

- Theory of Change
- Business Model Canvas
- Impact Modeling & Measurement (including a list of main KPIs per Green SDG)
- Financial Planning
- Governance

⇒ **Deliverable:** Revised PowerPoint presentations showing the changes made

3. **Creating New Training Modules:** As part of our commitment to ESG as well as the launch of our Seed cycles for the Green Economy, two modules will need to be developed. The first module will be delivered to all our Seed enterprises, whether they are focused on Green SDGs or not, in order to support them in improving their ESG score. The second module will be delivered for Green Enterprises either as part of a Seed cycle or during customised one-on-one training workshops if they are not part of a cohort of Green Enterprises.

⇒ **Deliverable 1:** Environment & Climate Change Best Practice

Scope:

- Raise awareness on climate change and the increased attention given by clients and shareholders on the environmental impact of a business and the risks for the business itself
- Introduce the key elements of an internal environmental policy
- Introduce the key areas of attention for a business to have a sound environmental strategy: understanding of regulations, drafting of internal policies, establishing relevant governance, obtaining relevant certificates, adjusting procurement process, adjusting operational processes, optimising energy usage and water usage, ensuring proper handling of hazardous materials, ensuring sound practices in relation to the environment & biodiversity...
- For each of the above areas of attention, list the recommended best practices, the corresponding cost savings and/or business advantages (where relevant) versus the dangers and implications for the business and for the planet
- Introduce the key quantitative metrics that any business can introduce to monitor its impact on the environment
- Any other topics that are important to add based on the consultant's expertise

⇒ **Deliverable 2:** Green Entrepreneurship

Scope: A typical first introductory training module that would be given by an accelerator that is focused on supporting Green Enterprises before moving to the more detailed entrepreneurship training topics, some of which are listed above

Note: The new documents that are created should be using the Alfanar branding and PowerPoint templates. They will become the property of Alfanar.

4. **Introduction of Impact Modelling & Management (IMM) System for Green Businesses:** The consultant will be responsible for:

⇒ **Deliverables:**

- Researching and identifying key impact indicators relevant to the green economy.
- Developing a practical and accessible framework for measuring and reporting impact.

- Creating tools and resources for social enterprises to track and communicate their environmental impact effectively.
- Offering guidance on integrating impact measurement into overall business strategy.
- Impact measurement framework tailored for social enterprises in the green economy.
- User-friendly tools and templates for impact assessment.
- Training materials and resources for implementing impact measurement strategies.

5. **Training of Alfanar Staff:** The consultant will organise online training sessions to introduce Alfanar staff in Egypt, Jordan and Lebanon to the above deliverables and to provide recommendations on how to best deliver the training to these Green enterprises.

⇒ **Deliverable:** A list of training facilitation recommendations, where relevant, as well as recommended exercises for group training

QUALIFICATIONS

- Proven relevant experience in the green economy and in training green enterprises
- Experience mentoring green enterprises is preferred
- Strong communication and presentation skills
- Able to meet deadlines with high quality deliverables
- Self-motivated, autonomous and pro-active
- Team player with a collaborative attitude and open to feedback

TIMEFRAME

The consultant is expected to complete the project within a period of 4 months with work to commence in mid March 2024.

CONFIDENTIALITY

All documents that are shared with the consultant and produced by the consultant are confidential and should not be shared with any person outside of Alfanar without the consent of our Investment Director.

APPLICATION PROCESS

Interested applicants are requested to submit a technical and financial proposal as well as their CV showcasing their qualifications for the job by the **20th of February, 2024**. Any other documents that would support showcasing your previous experience and relevant skills can also be added to the submission. Individual consultants as well as firms are both equally encouraged to apply for the consultancy.

All proposals should be submitted via email to haifa@alfanar.org.uk and any inquiries can be directed to Haifa Najjar at haifa@alfanar.org.uk. The selection committee will review submissions and contact shortlisted consultants for further discussions.

About Alfanar:

Alfanar is the Arab region's first venture philanthropy organisation. Our aim is to strengthen ambitious social enterprises that generate financial and social returns while transforming lives in the region's poorest communities. We offer tailored financing, management support and real-

time monitoring & evaluation to social enterprises working to improve the quality of children's education and empower women, youth and refugees across the Arab region.
