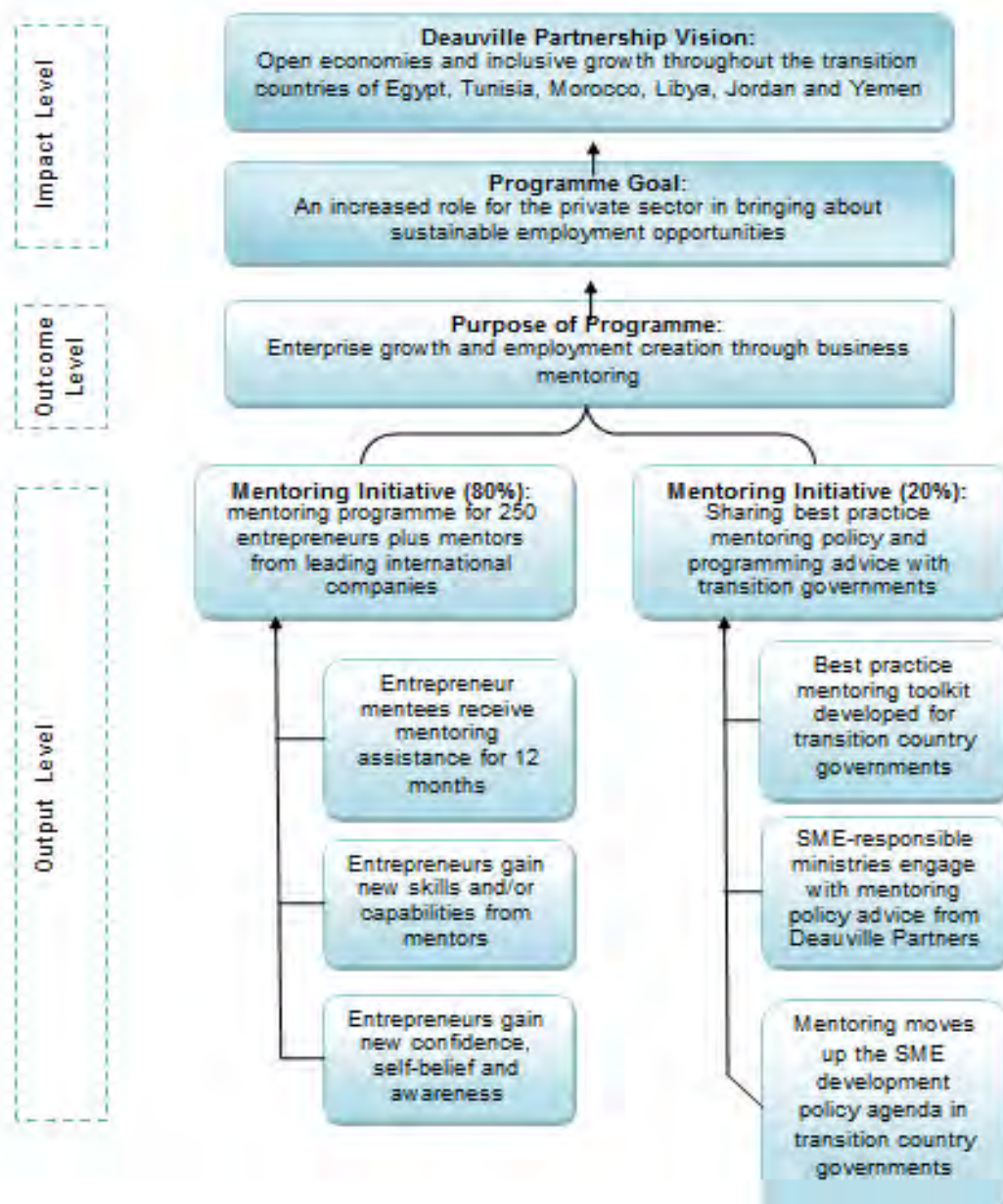


## Annex 1. Theory of change



## Annex 2. Logframe

OUTCOME	Outcome Indicator 1		Baseline 2013	Mid-implementation March 2014	Target (Oct 2014)	Assumptions or Comments		
Enterprise growth and employment creation through mentoring entrepreneurs	Proportion of mentee entrepreneurs expecting higher sales within 24 months as a result of mentoring	Planned	0%	10%	50%	Country policies and social/political/security conditions are sufficiently supportive of inclusive and sustainable economic growth. Appropriate mentors and mentees can be recruited in sufficient numbers throughout all six countries. Recruitment activity includes unsuccessful searches for appropriate personnel. Data would be disaggregated by age (16-35 years and 36+ years), gender and stage of business (start-up/young enterprise and other). Start-up enterprises are defined as having been trading for fewer than 3 months, and young enterprises as having been trading for between 4 and 30 months.		
		Achieved	-	87%	40% (plus 18% safeguard)			
		<b>Source</b>						
		Mid and exit point surveys by Forsa (exit point survey to be reported in supplier's final report to DFID)						
	Outcome Indicator 2	Proportion of mentee entrepreneurs who have safeguarded jobs or intend to increase employment opportunities in their businesses within 24 months as a result of mentoring	Planned	0%	20%		50%	
			Achieved	-	77%		62%	
			<b>Source</b>					
			Mid and exit point surveys by Forsa (exit point survey to be reported in supplier's final report to DFID)					
	Outcome Indicator 3	Proportion of mentee entrepreneurs reporting or expecting expansion into new geographical markets and/or the development of new products/services within 24 months as a result of mentoring	Planned	0%	5%		30%	
			Achieved	-	48%		56%	
			<b>Source</b>					
			Mid and exit point surveys by Forsa (exit point survey to be reported in supplier's final report to DFID)					

OUTPUT 1	Output Indicator 1.1		Baseline 2013	Mid-implementation March 2014	Target (Oct 2014)	Assumption
Enhanced capabilities, awareness and confidence in mentored entrepreneurs	Number of entrepreneurs actively receiving mentoring assistance through the programme	Planned	0	300 (150 M; 150 F), (150 age 16-35 yrs), (210 start-up/young ent)	250 (125 M; 125 F), (125 age 16-35 yrs), (175 start-up/young ent)	Deauville Partners and business community in each transition county are committed to supporting the programme. Local partners can be identified and are willing to select benefiting entrepreneurs through a competitive, fair and transparent process. The measures also assume that appropriate SME mentors are able to establish and maintain good working relationships with their entrepreneur mentees. The mid-implementation indicator 1.1 shows 300, which is expected to fall to the target 250 as some entrepreneurs will inevitably fall out in the early stages.
		Achieved	-	303 (202 M, 101 F) (213 age 16-35 yrs) (179 start-up/young ent)	240 (173 M, 67 F) (169 age 16-35 yrs) (142 start-up/young ent)	
		<b>Source</b>				
	Supplier quarterly progress report to DFID					
	Output Indicator 1.2		Baseline 2013	Mid-implementation March 2014	Target (Oct 2014)	
	Mentee gains new skills and /or capabilities through mentoring (ranked privately by mentee "agreeing", "disagreeing", "not sure")	Planned	% "agree"	40%	65%	
Achieved		-	68%	77%		
<b>Source</b>						
Mid and exit point surveys (exit point survey to be reported in supplier's final report to DFID)						
IMPACT WEIGHTING (%)	Output Indicator 1.3		Milestone 2013	Mid-implementation March 2014	Target (Oct 2014)	
80%	Mentee gains new confidence, self-belief and / or awareness of commercial opportunities (ranked privately by mentee "agreeing", "disagreeing", "not sure")	Planned	% "agree"	40%	65%	<b>RISK RATING</b>
		Achieved	-	73%	88%	
		<b>Source</b>				
Mid and exit point surveys (exit point survey to be reported in supplier's final report to DFID)				Medium		

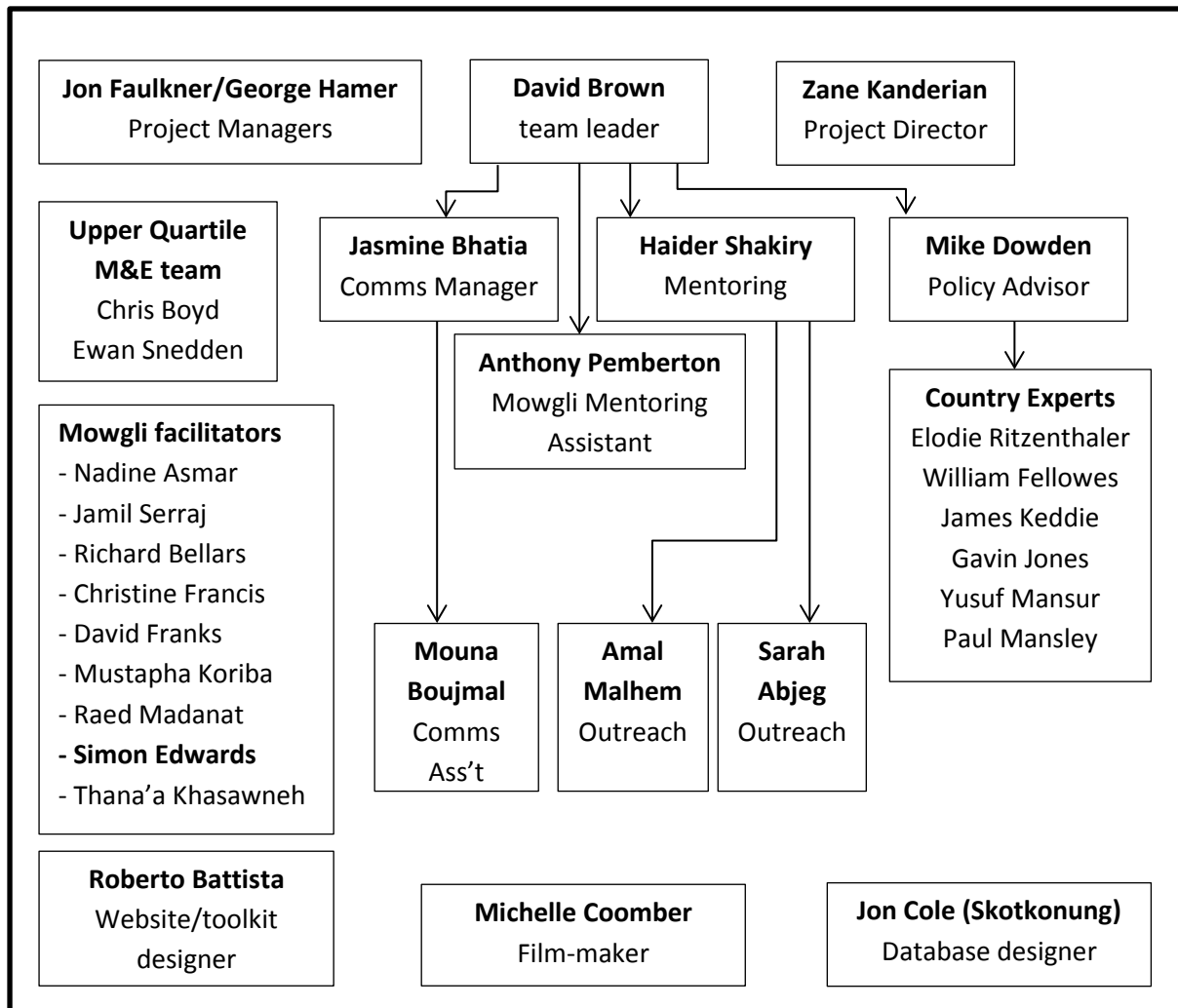
OUTPUT 2	Output Indicator 2.1		Baseline 2013	Mid-implementation March 2014	Target (Oct 2014)	Assumptions
Targeted mentoring policy and programming advice provided to transition country governments	SME best practice mentoring toolkit developed and tailored for each transition country government	Planned	0	1	1	Assistance adequately tailored to respond to country needs. Countries are receptive to technical assistance. Support fits effectively alongside other donor support. It is assumed that the target of 1 toolkit encompasses all six country governments, modified as appropriate.
		Achieved	-	1	1	
		Source		Physical verification by DFID - toolkit documents and on-line materials in existence.		
	Output Indicator 2.2		Baseline 2013	Mid-implementation March 2014	Target (Oct 2014)	
	Number of transition country governments or state bodies actively planning to use the toolkit to incorporate mentoring in formulating SME development policy	Planned	0	2	6	
		Achieved	-	2	6	
Source		A statement from the appropriate government representative or state body acknowledging its participation in developing the mentoring toolkit and its intention to use it.				
IMPACT WEIGHTING (%)	Output Indicator 2.3		Baseline 2013	Mid-implementation March 2014	Target (Oct 2014)	
20%	Number of transition country ministries or relevant state bodies acknowledging, by case study, that mentoring has moved up the SME development policy agenda	Planned	0	2	6	<b>RISK RATING</b>
		Achieved	-	2	4	
		Source		As for Output Indicator 2.2, above, plus any additional feedback from transition country governments/agencies, evidenced for example in public media, Forsa documentary and/or FCO. Longer term, country observers/experts or specialist research bodies may provide further evidence.		
		Medium				

INPUTS (£)	DFID (£)		Other (£)	Total (£)	DFID SHARE (%)
	£2,000,000		0	£2,000,000	100%
	DFID (FTEs)				
INPUTS (HR)	0.2% of a FTE PSD Adviser 0.15% of a FTE Programme Manager				

## Annex 3. Milestones

Deliverables	Components	Status
Milestone 1	<ul style="list-style-type: none"> <li>Promotional material for launch at G8 Foreign Minister's meeting (including speech material, fliers and a provisional website). Work on putting together the mentor pool.</li> <li>Communications plan</li> </ul>	Delivered and invoiced September 2013
Milestone 2	<ul style="list-style-type: none"> <li>All Local Partner SLAs signed</li> <li>40 mentors and mentees complete Mentoring Workshop (MWs)</li> <li>M&amp;E framework drafted</li> <li>Gender &amp; Youth Analysis drafted</li> <li>All country analyses completed and synthesised in a report</li> <li>Website developed and active</li> </ul>	Delivered and invoiced September 2013
Milestone 3	<ul style="list-style-type: none"> <li>100 mentors and mentees complete MWs</li> <li>Corporate and IFI sponsors for mentoring programmes identified and programmes under development</li> </ul>	Delivered and invoiced November 2013
Milestone 4	<ul style="list-style-type: none"> <li>250-350 entrepreneurs complete MWs (depending on budget decisions)</li> <li>Baseline data consolidated</li> <li>Initial impacts of MWs consolidated and captured through video footage of the mentoring programme for demonstration</li> <li>An online community of mentors and entrepreneurs is active and a large volume of experience, information and knowledge is being shared across the web space</li> </ul>	Delivered and invoiced March 2014
Milestone 5	<ul style="list-style-type: none"> <li>Quarterly intervention report including consolidation of initial impact assessment data approved</li> </ul>	Delivered and invoiced June 2014
Milestone 6	<ul style="list-style-type: none"> <li>Policy toolkit prototype produced</li> </ul>	Delivered and invoiced March 2014
Milestone 7	<ul style="list-style-type: none"> <li>Two corporations and two IFIs confirm (in writing and in the form of an MOU or Letter of Intent where possible) their commitment to commence or increase mentoring activities following Forsa advocacy and/or drawing on Forsa resources (revised wording October 2014)</li> </ul>	Delivered, yet to invoice
Milestone 8	<ul style="list-style-type: none"> <li>Toolkit goes live</li> </ul>	Delivered and invoiced August 2014
Milestone 9	<ul style="list-style-type: none"> <li>Quarterly intervention report approved; public launch of toolkit</li> </ul>	Delivered and invoiced October 2014
Milestone 10	<ul style="list-style-type: none"> <li>Final report approved</li> </ul>	Delivered, yet to invoice

## Annex 4. Implementing consortium team structure





## Annex 6. Letters from IFIs



17 February 2015

Mr Jon Faulkner  
Project Manager, 'Forsa'

The Souk At-Tanmia (Market for Development) program is a partnership that supports the development of entrepreneurship skills and experience in Tunisia. It was launched in the aftermath of the 2011 revolution by the African Development Bank in collaboration with about 20 partners from the donors, the public and private sectors as well as the Tunisian civil society. Its approach involves identifying and providing non-financial and financial assistance to projects aimed at supporting job creation, developing talent and reducing regional disparities in Tunisia.

Since early 2014, we have been in contact with Mr David Brown, Forsa's Team Leader, and Mr Tony Bury, founder of Forsa partner Mowgli Foundation. Mr Brown and Mr Bury have shared with us their experience from the Forsa's mentoring experience as well as suggestions for best practice mentoring programme design. The Forsa project also offered mentoring services to beneficiaries of the Souk At-Tanmia's pilot edition.

We believe that programs like Forsa can help develop an integrated solution to support entrepreneurship development and job creation in Tunisia. We hope that our collaboration will continue with the Mowgli Foundation after the conclusion of the Forsa project.





**From:** [El Fahem, Anis](#)  
**To:** [Jon Faulkner](#); [David Brown](#)  
**Subject:** Collaboration SBS Tunisia-Forsa  
**Date:** 20 February 2015 10:07:17

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Mr Jon Faulkner  
Programme Manager, 'Forsa'

The European Bank for Reconstruction and Development (EBRD) offers a wide range of financial instruments and business advisory services to help small and medium sized businesses to grow and become genuine catalysts for inclusive economic growth.

Building on the successes of EBRD's Small Business Support Programme, we are sharpening our focus on support to services enterprises, including those run by women. At this stage, we envisage providing long term consultancy support to around 20 women entrepreneurs, with mentoring to be integrated with coaching and training on soft skills. This project is expected to start in early 2016 once we finalize all agreements relative to the funding we will be receiving from our partner the EU delegation in Tunis.

Since June 2013, we have established regular dialogue with Mr David Brown, Forsa Team Leader, who has shared Forsa and Mowgli Foundation experiences on the impacts of mentoring seen throughout the region, and best practice mentoring programme design.

We are also particularly interested in the prospect of tapping into the pool of Forsa mentors in Tunisia, on account of their skills, commitment and empathy with the business climate challenges unique to Tunisia.

We will continue to explore potential ways to collaborate with the Mowgli foundation in light of the availability of funding and enrolment of the business support activities to women-led SMEs in Tunisia.

Best regards,

**Anis El Fahem**  
*National Programme Manager  
Small Business Support Tunisia  
European Bank for Reconstruction and Development  
Lira building, Les Berges du Lac 2, Tunisia  
Tel:+216 70 011 502*

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The contents of this e-mail do not necessarily represent the views of the EBRD.

## Annex 7. Letters from corporations

Microsoft (Ireland) Research İstanbul İnceleme Bürosu  
Bellevue Residence Levent Mahallesi Aydınlık  
Sokak No:7 | Levent, 34340 İstanbul / Turkey



Dear Mr. Jon Faulkner  
Forsa Project – Funded by DFID  
[Jon.Faulkner@adamsmithinternational.com](mailto:Jon.Faulkner@adamsmithinternational.com)

Both Microsoft and Mowgli believe in the importance of mentorship and the impact it can have on youth, women and entrepreneurs in Egypt. Microsoft intends to explore avenues of collaboration with Mowgli and the DFID-funded Small and Medium-Sized Enterprise Mentoring Initiative (aka 'Forsa' project) which was aimed to promote mentoring to support enterprise growth and employment creation in Egypt as well as the other countries of Jordan, Libya, Morocco, Tunisia and Yemen.

The intended collaboration will focus on the promotion of mentorship and coaching among youth, women and entrepreneurs in Egypt as well as engage in discussions with various stakeholders to develop national policies. The intended collaboration will be formalized by a memorandum of understanding."

A handwritten signature in blue ink, appearing to read "Jeffrey M. Avina".

Jeffrey M. Avina  
Director, Citizenship and Public Affairs  
Middle East and Africa



Date : 06 January 2015

To: Jon Faulkner – Forsa Project – Funded by DFID

From: Lafarge Egypt

Subject: Forsa Project

Mentoring plays an important role in promoting entrepreneurship in the region. Lafarge is pleased to have partnered with Mowgli to provide a Corporate Mentoring and Entrepreneurship Program for its staff and Egyptian entrepreneurs.

The Forsa project has highlighted the benefits of mentoring and shared valuable resources on mentoring approaches, including the Forsa Toolkit. The Toolkit has provided guidance on the design of mentoring approaches, and useful case studies. These materials are of value as we continue our partnership with Mowgli.

We look forward to building the role of mentoring within Lafarge Egypt, as well as providing a valuable tool to support entrepreneurship further in the region.

Yours truly

For and on behalf of Lafarge Egypt

Samar Raouf

Communications & Sustainable Development Director

**LAFARGE EGYPT**

**Head Office:** Summit 15, El Teseen Street, City Center, Sector one, 5th Settlement, New Cairo, Egypt Tel.: +20-2-27689400 Fax: +20-2-27681131

**Plant:** 93km - El Kattania - Sokhna Rd - Suez - Egypt - Tel.: (+2) 062 3390100 - Fax: (+2) 062 3390216 - 012 3124039

[www.lafarge.com.eg](http://www.lafarge.com.eg)



Dated: 19 January 2015

To: Jon Faulkner – Forsa Project – Funded by DFID  
([Jon.Faulkner@adamsmithinternational.com](mailto:Jon.Faulkner@adamsmithinternational.com))  
From: Outmane EL HASSANI, OCP Entrepreneurship Network

Subject: Forsa Project

Mentoring plays an important role in promoting entrepreneurship in the region. OCP Entrepreneurship Network is pleased to have partnered with Mowgli to provide a Corporate Mentoring and Entrepreneurship Program for its staff and Moroccan entrepreneurs.

The Forsa project has highlighted the benefits of mentoring and shared valuable resources on mentoring approaches, including the Forsa Toolkit. The Toolkit has provided guidance on the design of mentoring approaches, and useful case studies. These materials are of value as we continue our partnership with Mowgli.

We look forward to building the role of mentoring within OCP Entrepreneurship Network, as well as providing a valuable tool to support entrepreneurship further in the region.

Yours truly

For and on behalf of OCP Entrepreneurship Network

Outmane EL HASSANI

Director ad interim

## Annex 8. Other correspondence with corporations

RE: Forsa Mowgli Cooperation

Bakry, Ashraf [Ashraf.Bakry@unilever.com]



To: David Brown

Cc: Sabry, Sherine [Sherine.Sabry@unilever.com]

25 November 2014

Dear Mr. Brown,

It was our honour to meet with you.

With reference to the below communication, kindly be informed that we would like to express our interest to explore new mentoring opportunities to complement youth and gender initiatives and would welcome continued Forsa / Mowgli support.

With kindest regards,

Ashraf

-----Original Message-----



Sunday, June 22<sup>nd</sup>, 2014

Dear David,

**RE : Mentoring in Small & Medium Business Segment**

Good to catch up on Thursday and review FORSA. If you could send over the world bank reports you mentioned relating to the SME market and background that would be great. I also thought it would be useful to summarize the key points we discussed:

- I do see mentoring as being a valuable learning and development tool for my SME team and I am keen to explore how we might be able to link this to FORSA.
- The SME market is a core program to drive Egyptian economic growth, and we are currently working on a structured engagement that allows the unlocking of potential in the market.
- To make it happen we need the agreement of business. The Egyptian Government and NGO's.

For the next steps:

I am happy to make an introduction to the Vodafone Foundation in Egypt who are working specifically in Education. I think there may be opportunities to explore the development of how does an increase in education develop into entrepreneurship and business start-up.

To engage in more depth I would be keen to understand the longer term plan for the FORSA past the end of the year to understand if Vodafone Egypt became engaged is the program sustainable and how would this develop?

I look forward to reviewing face to face once we have clarified the above points, and will make the introduction to the foundation.

Yours Sincerely

**Nick O'Ddon**

Enterprise Business Unit Director  
Vodafone Egypt Telecommunications S.A.E.  
Mobile: +20 (10) 20 000 121  
Email: nick.oddon@vodafone.com

## Annex 9. 'Success story' case studies

[Case studies have been removed from the web version of this report in order to reduce file size. All case studies are available from the Forsa website, [www.forsa-mena.org](http://www.forsa-mena.org).]