I. INFORMATION OF THE IMPLEMENTING ORGANIZATION

Organization submitting the project proposal: 3BL Associates

Status of the organization: Social Enterprise that is cofounded by young persons & works with youth

Statutes document: 3BL MEMORANDUM OF ASSOCIATION.docx

Year of creation of the organization: 2010

Examples of previously implemented projects:

1. Since 2012, 3BL has been the only non-government entity to be part of the strategic team working towards developing a National Social Business Strategy for Bahrain, upon the recommendation of the Advisor to Nobel Laureate Muhammad Yunus, and with partners: Economic Development Board, Family Bank, Tamkeen, Bahrain Development Bank, and the Ministry of Social Development, University of Bahrain, Chamber of Commerce & Industry. Our involvement includes R&D, social enterprise education curricula development and training, and setting up a social business investment fund. http://www.bna.bh/portal/news/571874

2. We conceptualized, developed the curriculum, and facilitated the Leadership Bridge Program, which targeted high-school students, and emphasized leading through social impact using social enterprise business models. The program, which was held for Young Arab Leaders (YAL) Bahrain,
culminated in a social business model challenge and presentation—which we designed and structured. http://www.ameinfo.com/279103.html

3. Facilitating and mentoring the Leadership Bridge Program participants to organize the first TEDxYouth event in Bahrain (co-organized by Tariq Al Olaimy) and coaching them on public speaking and presentation skills. http://www.ted.com/tedx/events/4068

4. Developing and launching the youth led "Diabetes.bh" (www.diabetes.bh), the first online education and community platform in Bahrain.

5. Developing and delivering quarterly modules on responsible business and corporate sustainability for aspiring and current entrepreneurs through the United Nations Industrial Development Organization (UNIDO) Entrepreneurship Program.

6. Conducting the first extensive research study of its kind: Bahrain Responsible Business Survey, which aims to identify Bahrain’s sustainability issues and frame how businesses can contribute to solving them, with Arabic Knowledge@Wharton, the online journal of the Ivy League Wharton Business School, as our media partner. In addition to the journal, our research has been cited at regional conferences, as well in Forbes Middle East. http://3blassociates.com/thinking.html

http://knowledge.wharton.upenn.edu/arabic/article.cfm?articleid=2927&language_id=1


8. Helping to establish and develop the Arab Youth Climate Movement in Bahrain, of which one of 3BL founders is also a Founding National Coordinator https://www.facebook.com/AYCMBahrain

Main Resource Person for the project:

Main resource person name: Mr/Ms Leena Al Olaimy

Main resource person title: Cofounder & Managing Director

Age: 33
II. PROJECT PROPOSAL

Executive summary:

Project Overview: Youth-led social entrepreneurship training that builds capacity and engages marginalized, at-risk Arab youth, and transforms them into change makers who drive regional sustainable development and peace—regardless of the institutions that govern them.

Project Objectives: We propose introducing at-risk and marginalized Arab youth to social entrepreneurship through a fellowship program. Workshops led by the youth fellows aim to empower other Arab youth to advance pressing social issues like government transparency and accountability, human rights, social and economic empowerment, while simultaneously driving job creation and economic growth. Through creating a network, the program also aims to connect youth activists across the region so they can collaborate on regional sustainable development and wellbeing today—not tomorrow. After piloting the program in Bahrain in YEAR 1, we will develop a regional Social Entrepreneurship Toolkit, based on the workshops. This will be rolled out across the MENA region via partners e.g. NGOs and other organizations in YEAR 2. We will also pilot the fellowship program in Egypt and Jordan in YEAR 2.
**Justification:** The MENA region suffers from endemic socio-political instability; it lags in development; and according to the World Bank, in the next decade it needs to create over 50 million new jobs for youth and young persons to ensure political and social equilibrium. During periods of social upheaval—and amidst the Arab awakening—a lot of energy is invested into violent and non-violent forms of activism. Comparatively less energy and thought is given to the necessary development that must take place thereafter—and preferably in tandem. Through our conversations with youth activists in Bahrain, there appears to be a lack of clarity and strategy to address social and development issues. All the while interconnected issues such as climate change, food, water, and energy security, health, and education are not being addressed systematically. These issues are likely to be exacerbated by the constant state of flux, and so is the economic climate—which leads to further joblessness, frustration and social fragmentation.

The feelings of frustration and marginalization begin to define the identity of so many youth leaving them with no accessible and viable alternative to channel their energies into creating constructive—rather than destructive—change. ‘Revolution’ has become both the means and the end, instead of a forgotten means to an end. But there is an opportunity.

Politically marginalized youth across the region have demonstrated tremendous energy, commitment, tenacity, organizational skills, communication, innovative thinking and superior bootstrapping skills: making the most of the limited resources available to you. All of these skills and competencies are valuable in any entrepreneurial venture, but especially in social entrepreneurship. There is an unsurpassable opportunity to harness those skills into a new kind of activism that focuses on hope, optimism, and renewal.

We have chosen the 3 representative pilot countries strategically based on the strength of our existing networks to ensure the highest possible success rate. Bahrain is the first pilot country (representing the Gulf) since we are headquartered here and social entrepreneurship is nascent at best; moreover, we continue to experience significant political and social unrest. In Egypt (representing North Africa), while there are several social entrepreneurship organizations and initiatives, they are few relative to the country’s size. Moreover, Egypt continues to experience unrest and a range of social and development issues, providing us with a broad learning opportunity from the pilot. Furthermore, we have established networks in Egypt, including Ashoka Arab World, a leading global social entrepreneurship organization; Mercy Corps Egypt; and other local NGOs. We also have established networks in Jordan (representing the Levant), including HRH Prince El Hassan Bin Talal’s WANA Forum (of which our cofounder is an Advisory Board Member); and Ruwaad, an Aramex youth initiative; and
InJAz Al Arab, which can possibly help in deploying the program toolkits in other Arab countries. Moreover, Jordan’s geo-political context and absorption of refugees from Syria, Iraq and Palestine, provide a very different landscape to test and refine our program.

**Beneficiaries:** The workshops will be delivered by youth social entrepreneurship fellows for other MENA youth. Our target includes:-

- MENA youth 15-30 years old, male and female
- Economically, politically, and socially marginalized youth; differently-abled youth (physical disabilities)
- Social activists (violent and non-violent); youth exposed to violence or at-risk of being influenced to engage in destructive behavior;

**Results/Outcomes:** This project will result in the following:-

1. Workshops: Youth Social Entrepreneurship 2-3 day workshops that are interactive and experiential, focusing on how social entrepreneurs in the region, and around the world, have used innovative and entrepreneurial approaches to solving some of the most pressing social issues. The workshops will hinge on identifying social problems and how to think about solving them through a holistic systems approach. This includes the importance of multi-stakeholder, collaborative problem-solving and cross-community engagement i.e. social issues are cross-cutting and cannot be solved in isolation.

2. Multidisciplinary Regional Toolkit: focusing on numerous social and sustainable development issues and tailored specifically for the MENA region. The toolkits—which will be translated in English, Arabic and French—will be deployed through a youth ‘train the trainer’ volunteer-driven program, similar to InJAz Al Arab’s delivery model.

3. Learning Outcomes: The workshops will develop a number of youth skills and competencies including, Analytical skills, Business Acumen, Communication skills, Creative thinking, Empathy & Emotional Intelligence, Leadership, Problem Solving, Social Awareness, and Strategic Thinking. By the end of the workshop, participants should be able to:
   i. Identify social issues and define the systems in which they arise.
   ii. Explain social entrepreneurship and its role in contributing to sustainable development.
iii. Understand the importance of a holistic multi-stakeholder collaborative and inclusive approach.

iv. Initiate social enterprises that contribute to local and regional sustainable development.

v. Understand how to leverage existing resources (further entrepreneurship education, access to funding, partnerships, networks etc.) to start their social (or any) enterprise.

4. Numbers Target:

- 90 Bahraini youth fellows in YEAR 1; reaching a total of 5,000 youth
- 90 Egyptian, 90 Jordanian (and refugee) youth in YEAR 2; reaching total of 20,000 youth
- Aiming to reach 75,000 Arab youth through the toolkits and 1 million by 2020

**Main type of intervention:** Support for /promotion of youth-led action

**Main theme:** Social Entrepreneurship & Innovation

**Objective(s) of the project:**

- **Project Impact (Expected Results):**

  1. Arab Youth Skills Development: Social Entrepreneurship fellowships, workshops, toolkits, and capacity building will develop several competencies to empower and transform marginalized Arab youth into peaceful change makers who drive social, political and economic development—regardless of which government is in power.

  2. Greater Regional Entrepreneurship and Innovation: fostering values-based, innovative triple bottom line business models that contribute to job creation, sustainable development and wellbeing.

  3. Social Inclusion: Harnessing the talent of marginalized and disaffected youth, building social cohesion, and creating a long-term foundation for them to engage in a democratic society.

  4. Civic Engagement and Participation: using social entrepreneurship as a basis for increasing youth civic engagement and participation and amplifying the ‘youth voice’. Empowering youth to play a participatory role and claim ownership over national affairs, such as education, housing, accountability, human rights, water and food security etc. while building national and regional peace and stability.

  5. Peace building: Reducing and mitigating sectarian tensions and Violence and Conflict Prevention through promoting key peace building and consolidation values such as mutual respect, inclusiveness, empathy, tolerance, cross-community engagement and heart based leadership.
6. Ownership in the Future: Like Mahatma Gandhi and Martin Luther King Jr., youth will learn to lead both from behind and from the frontlines. Through contributing to regional peace, stability, economic growth, and sustainable development, they will have a stake in the future they will inherit, today—not tomorrow when it’s too late.

Project Pertinence & Needs:

Amidst regional uprisings and awakenings, youth demonstrated an eagerness to play a participatory role in shaping their futures, and a frustration with the lack of representation and vacuum of opportunity to do so. Various sects and communities contested inequality and rising corruption, while government reforms have lacked legitimacy.

In many cases, youth have chosen violence as the means for self-expression and social activism, particularly in response to exclusionary and retributive government approaches, which further exacerbates the problem. In Bahrain for example, this has even included government threats of revoking citizenship. This presents an urgent security problem for Bahrain and the region as a whole: a stateless diaspora of angry youth vulnerable to recruitment into wider extremist networks. This—coupled with weak economy and unstable governments—provides the optimum breeding conditions for extremism in the MENA region.

Social entrepreneurship has been successful in curbing youth violence worldwide. For example, transforming ex-paramilitary groups in Northern Ireland into change makers. Through building a social economy—without abandoning political beliefs—the Lagan constituency in Northern Ireland has created jobs and maintains peace and stability even amidst escalations of political violence in surrounding areas.

Speaking to South African conflict resolution experts—including those working with Desmond Tutu—we learned the crucial importance of focusing on development in spite of political instability. Not doing so adversely affected generations of South Africans who—despite a revolution—ultimately continued through broken education systems etc. It is imperative we prevent Arab youth from inheriting our social and political instability, intolerance, conflict, and economic decline. Social entrepreneurship presents an opportunity for youth to simultaneously contribute to development and job creation through inclusiveness and peace.

**Implementation strategy:**

1. OUTCOME: ESTABLISHING PARTNERSHIPS & SECURING FUNDING
• Defining program partnership needs i.e. funding, venue, networks, logistics, human resources, technological resources, knowledge etc.

• Meeting with Bahrain key stakeholders to finalize partnerships. We have already established partnerships with the following:-
  
  o Bahrain Foundation for Reconciliation & Civil Discourse (BFRCD) has committed to sponsoring 5 fellows and assisting in grassroots outreach. Also has access to government organizations, including Ministry of Interior; villages through community visits the BFRCD conducts; other NGOs; religious groups across the political spectrum.

  o The Bahrain Development Bank (BDB) will provide non-financial resources including human resources, non-financial advisory to viable social enterprise ideas, venue for holding workshops at the Hidd Business Incubator Center.

  o Economic Development Board in providing key data on pressing social issues.

  o Foreign Commonwealth Office (FCO) is evaluating a proposal to become a financial supporter and/or help us scale the program regionally.

  o United Nations Development Program (UNDP) is providing non-financial support and grassroots outreach in Bahrain, and may be able to help us regionally.

• Identifying and contacting organizations in Jordan and Egypt to start establishing partnerships. For the latter, we already have key decision-making contacts at Ashoka Arab World (Dr. Iman Bibars, Head), a leading global social entrepreneurship organization; and other local NGOs. For the former, our cofounder is an Advisory Board Member of HRH Prince El Hassan Bin Talal of Jordan’s WANA; and we have key contacts at Ruwaad (Samar Dudin, Fadi Gandour, Reem Khouri), an Aramex youth initiative; and at InJAz Al Arab (Soraya Salti, Founder); and other NGOs as well.

2. OUTCOME: CURRICULUM DEVELOPMENT

This will require extensive research and structuring in a way that is relevant and appealing to our target; interactive; and accessible to anyone who is trained to deliver the curriculum i.e. the fellows.

• Workshop planning

• Defining learning objectives and outcomes

• Defining competencies used in organized violence

• Defining competencies used in social activism
• Identifying region-specific pressing social and sustainable development issues and statistics
• Research and information gathering on international social enterprise case studies addressing local/regional issues
• Developing curriculum structure
• Writing activity plans, guidelines and worksheets
• Developing workshop presentations and audio-visual materials
• Collating a list of local, regional and global social entrepreneurship resources
• Workshop customization for different youth segments (high-school, university and older)
• Development of a PDF Social Enterprise Toolkit based on the workshop (that participants can refer to and freely disseminate post-workshop for greater reach and awareness)
• Arabic and French copywriting and translation
• Content quality control

The other key is in positioning the workshop in a way that will resonate with participants i.e. something based on power, influence, heroism, leadership and becoming a change-maker in one’s community. Entrepreneurship alone may appeal to participants, but combining entrepreneurship with a socially driven mission is more likely to appeal to and resonate with any marginalized youth: activists, protestors, socially excluded i.e. disabled etc.

We may also seek curriculum development advice from organizations with which we have key contacts, like Ashoka, Skoll Foundation for Social Entrepreneurship at Oxford University, and the Schwab Foundation for Social Entrepreneurship at the World Economic Forum.

3. OUTCOME: MONITORING & EVALUATION PLAN

A proper M&E plan must be finalized to measure outputs and outcomes, and evaluate the program for further refinement. Evaluation will be conducted after every batch of fellows (approximately every 4 months), as well as a final evaluation at the end of the year. We will refer to International Labour Organization (ILO) guidelines in monitoring and evaluating entrepreneurship training programs.

• Input Indicators e.g. number of workshops held, amount of budget spent),
• Impact Indicators e.g. change in attitude towards participant’s role as a socio-economic contributor; knowledge retention of participants; reduction in youth vandalism/arrests/clashes.
• Outcome Indicators e.g. percentage of participants who will consider setting up a (social) enterprise post-program compared with that percentage pre-program; percentage of participants who have more self-confidence in their ability to start a (social) enterprise, post-program.

• Output Indicators e.g. number of (social) enterprises registered, number of business plans submitted to banks or other financing bodies.

• Baselines, Targets and milestones e.g. training 30 fellows in first month; reaching 2000 people by 4th month etc.

• Efficiency Indicators e.g. use of resources, dropout rates.

• Means of Verification e.g. pre and post program content surveys, fellows evaluation survey, follow up surveys, focus groups, interviews etc.

• Outlining reporting system and supervision responsibilities, and planning reporting schedule.

• Analyzing data, assumptions, context, risks, external factors; adjusting the implementation – by setting new targets or adjusting implementation speed or priorities every 4 months.

• Writing end of year evaluation report.

4. OUTCOME: IDENTIFYING & TRAINING FELLOWS

In order to disseminate the information more rapidly and reach more youth through diverse networks, we will select 30 fellows every 4 months. These fellows will initially go through the 2-3 day workshop then they will undergo an additional training of 2-3 days to become workshop facilitators. This will allow them to become comfortable with the curriculum, know how to present it, be able to identify workshop participants, how to deal with difficult situations, and basic logistical and administrative factors.

• Along with our partners, we will identify target fellows.

• We can also ask organizations (political, societies, religious groups, government etc.) to nominate and potentially sponsor fellows. This will help ensure a diversity of participants, which will promote social cohesion.

• Holding introductory sessions to brief prospective fellows about the program, its objectives and recruit them.

• Create evaluation criteria to select the final fellows and maximize program effectiveness and reach.

• Select fellows for three age groups: 15-18 years, 18-22 years, 22-30 years.

• Conduct initial 2-day workshop for fellows; adjust for any drop-outs.
• Conduct additional ‘train the trainer’ fellows training.

5. OUTCOME: MARKETING PLAN

3BL will market the program and rely on our partners and their institutional and individual networks to help promote it. However, our main objective is not PR for publicity’s sake; it is to publicize the program in order to recruit participants.

• Outlining marketing plan.
• Identifying marketing opportunities through partners and network.
• Identifying other marketing opportunities e.g. other youth events, channels.
• Creating a marketing toolkit to assist fellows in marketing the program through social media and at community spaces, organizations, and schools, flyer templates and other marketing materials etc.
• Drafting press releases and editorials to publicize the program.
• Arranging media interviews with fellows and workshop participants.

6. OUTCOME: PROGRAM DEPLOYMENT

• Finalizing logistical arrangements such as venue, participant certificates, purchase of equipment, printing workshop toolkits etc.
• Fellows will identify workshop participants through their networks: schools, youth, religious, community and political societies.
• 3BL will identify previously detained or juvenile youth participants through Ministry of Interior; other youth through various NGOs and human rights societies; low-income or disabled youth through the Ministry of Social Development etc. and others through our network of partners.
• Fellows are required to run at least 4 workshops during their 4-month fellowship term. Since fellows will be paid for every participant they secure, this is incentive for them to secure the maximum 25 unique participants per workshop and to market the program to secure as many workshops as possible. Another incentive for fellows to secure the maximum number of participants and workshops, as well as fellows who are the most highly-rated facilitators, we can try to arrange for the most outstanding fellows to visit the Skoll Foundation for Social Entrepreneurship at Oxford University; or the Schwab Foundation for Social Entrepreneurship at the World Economic Forum, and other similar prestigious institutions (funding permitting).
• To ensure continuity with participants, we will hold bi-monthly meet-ups with participants who are interested in further involvement or need advice or guidance. This will include brainstorming and
bouncing social enterprise ideas as well as directing participants to social entrepreneurship resources; and also providing concrete steps and guidance.

- Evaluation will be conducted after every batch of fellows, approximately every 4 months, as well as a final evaluation at the end of each year.

7. OUTCOME: REGIONAL TOOLKIT

After the first year, the program will be revaluated and refined, and a regional social entrepreneurship toolkit will be created for the MENA region. This will be the first social entrepreneurship toolkit that is specifically tailored to the issues facing the region, including the Gulf, Levant and North Africa and is available in Arabic and French as well as English. Stories of transformation, case studies and success stories from YEAR 1 will provide proof of concept. The toolkit would be taught over the course of several weeks, rather than just a 2-day workshop using a volunteer-driven model that is similar to the InJAz Al Arab model.

- Curriculum planning
- Defining learning objectives and outcomes
- Refining workshop curriculum
- Identifying region-specific pressing social and sustainable development issues and statistics for Gulf, Levant and North Africa
- Additional research and information gathering on international social enterprise case studies addressing local/regional issues
- Developing a more extensive curriculum structure
- Writing less plans, guidelines and activity worksheets
- Providing issue-specific lesson supplements on each Sustainable Development Issue as per SDGs draft
- Developing workshop presentations and audio-visual materials
- Collating a list of local, regional and global social entrepreneurship resources
- Workshop customization for different youth segments (high-school, university and older)
- Writing a Facilitator’s Guide to Accompany the Toolkit
- Arabic and French copywriting and translation
- Content quality control
- Development of an interactive online Social Enterprise Toolkit (that can be accessed free of charge in English, Arabic and French)

8. OUTCOME: SCALING PROGRAM
- Finalizing partnerships with key organizations for fellows program in Jordan and Egypt.
- Training partner organizations to deliver the workshop curriculum—and potentially their first cohort of fellows.
- Providing partner organizations with deployment plan (based on our pilot—to be refined and customized by them), including training, recruiting, running workshops, logistics, marketing materials.
- Providing organizations with monitoring and evaluation plan to standardize data.
- Providing guidance throughout deployment.
- Finalizing partnerships with key organizations across the MENA region to deploy the Regional Toolkit.
- Printing and production of Regional Toolkit and distribution (based on demand).
- Marketing Regional Toolkit (print and online versions) via online, print, social and broadcast media channels.
- Continuing to monitor and evaluate program (Workshops and Regional Toolkits)
- Creating a 2-year Program Impact Report.

Beneficiaries:
- Youth in general
- Young leaders
- Young entrepreneurs
- Young women
- Vulnerable and marginalized youth
- Youth with disabilities
- Indigenous or minority youth
- Diaspora youth
- Students
- Out-of-school youth

Implementing organization(s): - see information on the organization in Section I.

Institutional partners:
**Project duration (months):** 24

**Timeframe:** Please see implementation schedule attached in additional documents.

**Overall budget:** (US$) 471,500

**Budget Breakdown:**

- Conferences, meetings: $19000
- Training seminars, courses: $60000
- Fellowships, study grants: $216000
- Consultants: $0
- Supplies and equipment: $54000
- Publications, translations, reproduction: $82000
- Miscellaneous (please specify): $40000

**Monitoring, reporting and evaluation:**

A proper M&E plan must be finalized to measure outputs and outcomes, and evaluate the program for further refinement. Evaluation will be conducted after every batch of fellows (approximately every 4 months), as well as a final evaluation at the end of the year. We will refer to International Labour Organization (ILO) guidelines in monitoring and evaluating entrepreneurship training programs, as well as UN monitoring and evaluation guides. This will include defining elements such as:-

- Output Indicators e.g. number of unique workshop participants, number of workshops held, number of social enterprises registered by participants etc.
- Input Indicators e.g. number of hours put in, amount of budget spent.
- Impact Indicators e.g. change in attitude towards participant’s role as a socio-economic contributor; knowledge retention of participants; reduction in youth vandalism/arrests/clashes.
- Outcome Indicators e.g. percentage of participants who will consider setting up a social enterprise post-program compared with that percentage pre-program; percentage of participants who have more self-confidence in their ability to start a social enterprise, post-program.
- Baselines, Targets and milestones e.g. training 30 fellows in first month; reaching 2000 people by 4th month, holding 120 workshops by 4th month etc.
- Efficiency Indicators e.g. use of resources to date i.e. cost per participant, dropout rates.
• Means of Verification e.g. pre and post workshop/toolkit participant surveys, follow up participant surveys, Participant focus groups, interviews etc., survey evaluation of fellowship facilitators.
• Outlining reporting system and supervision responsibilities, and planning reporting schedule.
• Analyzing data, assumptions, context, risks, external factors; adjusting the implementation – by setting new targets or adjusting implementation speed or priorities every 4 months.
  • Writing end of year evaluation report.
  • Writing 2-year Impact Report.

**Supporting documents:**
- 3BL Associates Credentials (Low Res).pdf
- UNESCO Implementation Plan.xlsx
- CR-English.pdf

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