

<b>Terms of Reference</b> <b>Action Research on Enterprising CSOs models worldwide and the implications for enterprising CSOs in Vietnam</b>	
<b>Project Title:</b>	Innovating Civil Society Organization (ICSO)
<b>Time:</b>	27 February 2014 – 18 April 2014

## 1. Project Background

### 1. BACKGROUND

CSIP is a non – governmental/ not for profit organization which was established in 2008 in response to the gradual emergence of organization that was seeking to adopt entrepreneurial approaches to solve the social & environmental challenges in Vietnam and the region. CSIP has been playing a leading role in supporting the emerging social entrepreneurship sector in Vietnam by providing direct nurture to social enterprises in their critical development stages.

Under the fund of Irish Aid, CSIP is implementing the Innovating Civil Society Organizations in Vietnam (ICSO) Project. By introducing social entrepreneurship approach to CSOs, to contribute to strengthen the effectiveness of Civil Society Organizations (CSOs) and to increase Government’s and civil society understands of their respective roles. The project focuses its interventions to promote the **empowerment of women, ethnic minorities and People with Different Abilities (PWDA)** through supporting selected CSOs working on these sectors.

The ICSO project aims at introducing Social Enterprise (SE) as an innovative approach to address social issues and at building business capacity of CSOs across Vietnam. By the end of this project, CSOs in Vietnam shall be inspired and better engaged to social entrepreneurship movement.

Specifically, the project's objective is to:

- **Introduce and integrate social entrepreneurship** as an innovative development approach to CSOs. By applying social enterprise model, CSO can improve their institutional, operational, and social business capacity. As a result, the CSOs would better reach the organisation's self-sustainability, meantime to enhance economic status and social inclusion for the PWDA, women, and ethnic minorities.
- **Increase awareness and evidence-based policy dialogues** with different related stakeholders. This would help to create a greater enabling environment

for CSOs to enterprise themselves and to promote a business arm development movement among CSOs.

The project's intervention including action research, inspirational roadshows, incubations (educational trainings, business coaching) and innovative networking to CSOs.

## 2. Scope of Work

CSIP is looking for a national/ international partner to conduct the ***Action research on Enterprising CSOs models worldwide and the implications for enterprising CSOs in Vietnam.*** The assignment is expected to finish by the beginning of April 2014.

## 3. Overall Objective

An Action Research on Enterprising CSOs models worldwide and the implications for enterprising CSOs in Vietnam shall be the first activity in the project's intervention strategy. Its finding and recommendation would set up a premise for the project design and its implementation plan for other activities such as inspirational road shows, educational trainings, business coaching and innovative networking to CSOs, etc.

### The Action Research aims to

- Analyze the international trend of the development of enterprising CSOs from the successful models and lessons learnt from the international practices of CSOs in setting up a business arm or their transition to Social Enterprise. By doing this, it is expected the Vietnam CSOs get inspired from the proven successful cases and get engaged in the Social Entrepreneurship development.
- Identify the conditions for success of a Social Enterprise that was established or owned by a CSO.
- Identify key challenges of CSOs in setting up their business arm or transition to a Social Enterprise.
- Conduct a rapid assessment of Vietnamese CSO's readiness in setting up business arm or transition to Social Enterprise.
- Outline key findings and recommendations on the project effective intervention including but not limited to: CSO Organizational Capacity Assessment, criterias for selection target CSOs, project's strategies and specific supports to enterprising CSOs in Vietnam. The report would also be helpful for the implementation of International conference in the final stage of the project.

## 4. Suggested Key Contents for Action Research

**<Part 1> Enterprising CSOs models worldwide**

- Global context and trends of CSOs that adopt social entrepreneurship approach in the world
- Showcase key successful stories of CSOs setting up business arm or transitioning to Social Enterprise to empower women, PWDA and ethnic minorities
- Analyze and present relevant legal status, business models, financial models, partnership scheme, etc of successful Social Enterprise that owned or established by CSO
- Identify conditions for success of a Social Enterprise that set up by a CSO.
- Identify key challenges of CSOs setting up their business arm or transitioning to Social Enterprise.

**<Part 2>** Rapid assessment on interests, needs and organizational readiness of targeted CSOs in developing and implementing their social business arms in Vietnam

- Why VCSOs interest in social entrepreneurship and want to set up a social enterprise? Is there an critical interest of CSO to set up a social enterprise? Survey on CSO's Organizational Capacity Assessment and their interest & need to develop a social enterprise in Vietnam
- Key findings & assessment from the survey (their motivations, commitment, potentials, capacities, resources ... to set up a social enterprise)

**<Part 3>** Findings and Recommendations for project intervention

- Key findings from the international practices and implication for enterprising CSOs in Vietnam
- Recommendations for project intervention

*\* The Research has 3 parts but should have a common introduction, executive summary, conclusions.*

*\* At least 10 representative stories of the successful CSO-SE models working in the three targeted themes (women, ethnic minorities and PWDA) should be presented in the Annex of the research, including but not limited to governance, business model, financial model, partnership scheme, etc.*

*\* The Report's length and format: approximately 30 pages report (without the annexes) in English and ready for publication.*

### 5. Key activities and expected Deliverables

	<b>Activities</b>	<b>Tentative Date</b>	<b>Outputs/ Deliverables</b>	<b>Remarks</b>
1	Gain thorough understanding of project goals and objectives (interested parties shall be provided with the project documents)	27 - 28 February	Thorough understanding of project goal and objectives	
2	Development of detailed methodology, tools and work-plan	3 - 5 March	Detailed methodology, tools and work-plan submitted to CSIP	The workplan should contain suggested methodologies, timeframe, resources, task allocation between consultants/project team, report structure, etc
3	Desk study (International and Vietnam ) +	6 - 28 March	Results from desk study are shared; format of the report is agreed among team.	
	Survey to Vietnam CSO	6 - 28 March		
4	Interview with Vusta, leading VCSOs, etc Site visit	29 March - 6 April	Action Research Draft	
5	Meet and discuss with CSIP's Project team for inputs to the draft report	31 March		
6	Finalize report	7 - 18 April	Full Action Research is submitted to CSIP	

- The estimated working days are proposed by the **consultancy team**.

## **6. Contract Duration**

Period of Working/Timeline: 27 February – 18 April 2014

## **7. Payment and Reimbursement**

Consultants are asked to send their financial proposal (incl. specification of work time).

## **8. Required qualifications:**

- In-deep understanding and engagement with social entrepreneurship movement globally. Sound knowledge on social entrepreneurship movement in South East Asia.
- Intensive knowledge and experience in doing action research on social enterprise development, supporting networks, international aids and impact investing.
- Strong network and understanding on successful social enterprises that were initiated or owned by a non-profit-organisation, especially those are targeting women empowerment, ethnic minorities and people with different abilities.
- Good understanding and network with CSOs, donors, government and social enterprise community in Vietnam is preferable, but not compulsory
- Excellent report writing and advocating skills in English
- Available to travel and present the research's finding to Vietnamese counterparts by late 2014

## **9. Application**

Interested consultants/consulting companies are invited to send their proposal, addressing their understanding of the assignment, brief methodology and workplan (incl. time plan), and budget proposal as well as reference details to CSIP at the following email address: [dieuhuong@csip.vn](mailto:dieuhuong@csip.vn) by **14 February 2014**.

For any further information, kindly contact the Project coordinator:

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