

BRIGHT FUTURE PROGRAMME
TERMS OF REFERENCE
HIRING BDS EXPERTS/CONSULTANTS
FOR
PATHWAY 3: BUSINESS ACCELERATION – FOR 2021

1. About Bright Future

A Bright Future of Afghanistan program is a part of the Addressing Root Cause Fund (ARC) by the Ministry of Foreign Affairs of the Netherlands for the Youth of Afghanistan. The program aims to inspire the youth, to remain in their country, by matching jobseekers with employers, doing business incubation, support already existing (M)SMEs and make a contribution to the wider business ecosystem.

The program is designed to serve the youth of urban Kabul in the years 2017-2021. A consortium has been formed that includes Cordaid as the lead organization, Bayat Foundation, Crosswise Works and Hamida Barmaki Organization for the rule of law to carry out specific assignments and responsibilities.

The program serves in 5 outcome pathways (PW), namely, *i) Employment ii) Business Incubation iii) Business Acceleration iv) Strengthened Ecosystem v) rule of law*. The consortium partners have distributed the responsibilities as per their specialties. Besides other responsibilities of Cordaid in the programme, Cordaid is also responsible to implement the Pathway 3: Business Acceleration (PW3) intervention of Bright Future.

2. This TOR

Cordaid aims to directly implement the component 'Business Acceleration' through its own supervision and resources at the Cordaid Enterprise Academy. This TOR is developed by Cordaid's Private Sector Development (PSD) department to define the scope of work to **hire Business Development Service Consultant** to deliver technical assistance to SMEs being onboarded by Bright Future.

The TOR is developed to cover the scope of work of individual Business Development Service Consultant for the SMEs.

The services for SMEs will include business assessment, business profiling for the SMEs, opportunities brainstorming, business planning and providing the SMEs with the right tools and templates to be used for the growth of the SMEs.

Bright Future will set specific achievable and measurable outcomes mutually with the BDS consultants and SMEs.

The roles and responsibilities of Business Development Service Consultant and Finance Consultant under this TOR are reflected below.

A. Profiling and Research

- Discuss & Collect Data from the SME - Conduct Scope Assessment, review the business model canvas for better understanding of the SME's situation
- Prepare a Company Profile for the SME, reflecting on the strengths and weaknesses of the SME
- Prepare a list of recommendations for Professionalism & Growth of the company
- Agree with the SME owner/s on the intervention of Bright Future for their professionalism and growth.

B. Business Planning for SMEs

- Based on the agreement with the SME conduct a detailed business planning defining initiatives, projection on sales, revenue, resources, timeline etc.
- Prepare a list of items required to carry out the planned activities.
- Prepare the affiliated plans for professionalism and Growth
 1. Operational Plan
 2. Marketing Plan
 3. Financial Plan
 4. HR & Incentives Plan or revising policies
 5. Pricing, Packaging, Branding Plan
- Brief Presentation to Bright Future on the next level intervention (Technical Assistance)

C. Technical Assistance

- Plan the capacity building of the related staff/owner to start implementing new initiatives. Needs assessment of the staff is necessary for capacity building
- Develop templates, formats and annexes to be used by the SME to address professionalism & growth needs.
- Assist the SME to outsource some services including graphic design, logos design, designs for branding/packaging.
- Implement the on-job training of the concerned staff in each field as per the Technical Assistance plan.

D. Final Report

A detailed report to state the status of the activities completed, challenges, calendar, and include the deliverables.

The following deliverables are required from the BDS consultant while submitting the final report.

- Business Profile of each SME as assigned
- Business Plan of the SMEs
- Updated business model canvas
- The presentation on the interventions set and achieved by BFP and consultant.

3. Details and Duration of the Training and Consultation Assignment

In the above listed areas, Bright Future is looking forward to hire **5 experts**/consultants in Business Development Services activities for SMEs.

Bright Future's staff will provide a deep orientation session, training and will carry out the onboarding procedure for the BDS Consultants. Questions will be answered to enable the consultants to start and lead the process.

Below number of days is planned for serving each SMEs, the number of days is a baseline, however, is changeable based on the needs and cooperation of the SMEs. The number of days reflected in the table below is to serve 1 SME only.

Sl#	Milestone	Timeframe
1	Profiling & Research	6 days
2	Business Planning	9 days
3	Technical Assistance	10 days
4	Final Report	2 days
	Total days	27 days

The number of days are considered as working days only. Bright Future/Cordaid won't pay for public holidays or other incidental holidays.

4. Assignment Period and Duration

The overall activity is planned to be delivered in a period of maximum 4 months. The duration for the assignment of the consultants will vary from case to case and depend upon the number of startups assigned to them.

The initiative will take place between the months of June – October 2021.

5. Terms of payment and benefits

Cordaid pays decent amount of money for each working day and against each deliverable which will be negotiated based on the profile, written test score, interview score and delivery of the work.

Upon the completion of each milestone, the consultants will be eligible to receive an installment. The rates of installment for each milestone will be set

- Profiling 20%
- Business Planning 30%
- Technical Assistance 40%
- Final report 10%

For individual consultants, a 7% tax will be chargeable as per the Afghan taxation law. Consultants will receive bank cheques for their payments (net payments)

Cordaid will facilitate in

- Lunch, Refreshment while in Cordaid (Not on the field)
- Power, Chair/Table, Wifi, Stationary

- Due to limited number of vehicles, the individual are required to consider their own travel facilities (or taxi costs).
- No mobile expenses will be paid to consultants
- Printing facilities will be provided by Cordaid.
- The consultant will be required to use their own laptops for doing the business.

6. Skills, Qualifications and experience required

The consultants are required to have Masters' degree in Business Administration (or relevant other fields) from renowned universities, with 5 years of relevant experience, i.e. trainings, Business Development Services, consultation and advisory in private sector.

The consultants with Bachelor's Degree in Business Administration (or relevant other fields) from renowned university, with 7 years of experience in similar capacities.

The consultants will need to appear for interviews and recruitment process, they will be required to present their curriculums, presentations and samples of reports they have used or developed in their previous activities.

Female experts are highly encouraged to apply with the openness and ability to travel to SMEs in almost all the districts of Kabul city (only).

7. Submission Guidelines

Interested Candidates are required to prepare and send short proposals to reflect their understanding of the assignments, propose methodology of work they will use for implementing and cost/fee for each working days.

The proposal along with the CV should be emailed to caf-procurement@cordaid.org.

Announcement Date: 9th June 2021

Closing Date: 30th June 2021

Interested candidates will agree to accept the Code of Conduct of Cordaid at all times of the assignment.

Only the shortlisted applicants will receive emails/calls.