

DANISH REFUGEE COUNCIL (DRC)

Terms of Reference

For Hiring Business Management Curriculum Developer and Training of Trainers Consultancy Firm

Develop business management curriculum manual and Provide training to trainers (ToT) to strengthen their capacity on business management modules

July 2021

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Assignment : Business Management Curriculum Developer and Training of Trainers Consultancy Firm
Grade : Consultant
Duty Station : Khartoum - Sudan
Time frame : 22 working days

Introduction

The Danish Refugee Council (DRC) has been providing relief and development services in Sudan since 2014. Using a protection of human rights framework, DRC has mainly focused on refugees who are displaced by conflict and natural disaster. DRC's programs include Protection, Food security & Livelihoods, Shelter/NFI.

Due to war, displacement, unemployment, poverty, demographic transformations and instability of the economy in Sudan, the informal sector has become the haven for the majority of people compelling them to venture into it. Women and youth confront tremendous difficulties in urban areas. Moreover, economic pressures and the high cost of living are increasingly driving more women & youth into the informal labor market, in order to support their families. The majority of people in this sector live in a grinding cycle of poverty on the peripheries and across Khartoum state.

Female workers in particular; face abusive and exploitative situations while working in the informal sector including incidents of on-the-spot raids and confiscation of equipment, hefty fees, excessively long work hours without rest days, intimidation as well as physical & psychological abuses. Women workers are also subject to harassment, including sexual violence. Many women in the informal labor market remain vulnerable to abuses of power, negative social perceptions, discrimination, harassment and other forms of gender-based abuse.

Business management skills that matches demand and recognition of women's & youth's work in the context of livelihoods betterment and women empowerment needs to be at the forefront of efforts to alleviate poverty. Empowering women & youth with business management skills that are in demand is critical.

DRC helps rebuild livelihoods through a variety of means, including business and entrepreneurship training, small business grants, life-skills training, literacy and numeracy training, vocational training, micro-credit loans, savings groups, and group enterprise development. All of our initiatives are developed with a strong focus on resilience and sustainability.

This business management curriculum is a prerequisite to achieve the planned activities of the "Responding to conflict induced emergencies, protecting human rights, promoting sustainable livelihoods and fostering social cohesion for displacement affected communities in Sudan project" which is targeting women & youth entrepreneurs whom are struggling to sustain their main sources of income. The entrepreneurs shall receive business management trainings with special focus on financial literacy, business planning, marketing, branding as well as the establishment of cooperatives and/or group enterprises. The trainings target small scale entrepreneurs' dependent on casual and/or semi-skilled labor to support their

businesses, flexibility in the marketplace and increase their resilience. In accordance to the above context, the project has planned to select and hire a competent and experienced business management curriculum developer and training consultancy firm to undertake the assignment as per this term of reference.

Scope of Work

- To develop a business management curriculum manual for small scale entrepreneurs based on developed modules of basic financial literacy, marketing, branding, business planning & management and establishment of cooperatives. Curriculum should be developed in both English and Arabic languages.
- To conduct a training of trainers (ToT) on the developed business management curriculum manual.
- To provide training certificates, final report and attendance sheets at the completion of the training.

Consultancy Firm Responsibilities & Methodology

- Develop a comprehensive and detailed business management curriculum manual in both English and Arabic languages to cover 5 modules on
 - i. Basic financial literacy
 - ii. Marketing
 - iii. Branding
 - iv. Business planning management
 - v. Establishment of Cooperatives.
- Each module should include extensive description and thorough information on the topic of the module, in addition to the inclusion of practical and tangible examples of successful business ventures in Sudanese markets.
- The fifth module on the establishment of cooperatives and/or group enterprises should include chapters on ground rules of cooperatives, governing structure, roles & responsibilities amongst group members, division of labor, operation as well as being interlinked with the other four modules.
- Conduct an intensive 3 working days training of trainers on the developed curriculum manual for up to 20 participants. Training should be carried out in both Arabic & English languages.
- Provide documentation including attendance sheets and training report.
- Provide refreshments (1 meal & 1 beverage) per each participant per each day.
- Training venue location should be determined in collaboration with DRC focal person.
- Provision of ToT certificates to trainers at the completion of the training.

Expected Outputs and deliverables

- Submit a comprehensive and detailed business management curriculum manual to cover 5 modules on basic financial literacy, marketing, branding, business planning management and

establishment of cooperatives. The manual should be developed in both English and Arabic languages as per responsibility **1**

- Include in the module on the establishment of cooperatives chapters on rules of cooperatives, governing structure, roles & responsibilities of members, division of labor, operation of cooperative as well as how to create a business plan, marketing plan, branding plan and financial plan for a cooperative as per responsibility **3**;
- Deliver a three days intensive training of trainers on the developed curriculum for up to 20 participants in both Arabic & English languages as per responsibility **4**;
- Submit training attendance sheets and training report as per responsibility **5**;
- Provide refreshments per each participant for the 3 days of the training for trainers per responsibility **6**;
- Training venue location should be determined in collaboration with DRC focal person as per responsibility **7**;
- Provision of training certificates to participants at the completion of training as per responsibility **8**;

Reporting and Documentation

The consultancy firm will maintain proper documentation process of the development of the business management curriculum manual and submit required report & forms as per responsibilities and deliverables in a timely manner.

Assignment Timeframe

DRC will offer the successful applicant twenty-two (22) working days' service contract commencing no later than July 13th, 2021. The successful applicant shall consult and coordinate with the DRC focal point to accomplish the assignment successfully. The successful applicant needs to report the progress of the assigned task routinely.

No.	Assignment	Expected Date
1.	Develop & submit first draft of a comprehensive and detailed business management curriculum manual to cover 5 modules in both Arabic and English languages on: <ul style="list-style-type: none"> i) basic financial literacy ii) marketing iii) branding iv) business planning & management v) Establishment of cooperatives 	July 25 th , 2021
2.	Finalize submission of business management curriculum manual to cover 5 modules in both Arabic and English languages on: <ul style="list-style-type: none"> I. basic financial literacy II. marketing III. branding IV. business planning & management 	July 29 th , 2021

	V. Establishment of cooperatives	
3.	Conduct a 3 days intensive Training of trainers (ToT) on the developed curriculum manual for up to 20 participants. Training should be carried out in both Arabic & English languages. Provision of refreshments per each training day for each participant. Training venue location should be determined prior to training and in coordination with DRC focal person. Provision of training certificates to participants by the completion of the training.	August 1 st – 3 rd , 2021
4.	Submit a final training report and attendance sheets	August 5 th , 2021

Qualifications & Experience:

- At least a master’s degree in business administration or project management
- At least 3 years’ professional experience in the development of business management curriculums
- At least 3 years’ professional experience in the establishment of cooperatives
- At least 3 years’ professional and working experience in conducting training of trainers
- At least 2 master trainers
- Preferable professional certification in training of trainers (ToT)
- Experience in developing business management curriculum that caters for small scale entrepreneurs
- A deep understanding of markets in Sudan context with a special focus on the informal sector.

Skills & Competencies:

- Excellent business management curriculum development skills by a list of prior developed curriculums
- Excellent training and sharing of information skills
- Excellent report writing skills
- Proficiency in written and spoken English and Arabic.
- Demonstrate excellent interpersonal and professional skills in interacting with DRC staff and community representatives.

We Offer

DRC will offer the successful applicant a Twenty-Two (22) working-days contract. The consultancy must commence no later than 13th July 2021.

DRC will provide recommendations for travel and accommodation with logistical arrangements. Accommodation, local transportation and administration cost will be covered by the consultant.

Payment Schedule

DRC will pay 100% (One hundred percent) amount equivalent in SDG on the date of invoice to consultancy firm after the submission of the curriculum, completion of training of trainers and the submission of final training report & attendance sheets.

How to apply

Interested Firms who meet the required qualifications and experience are invited to submit their expression of interest to rfq.sudan@drc.ngo or sealed envelope to DRC office in Sudan House No. 23, Block No. 9/H, Street 29, Al Amarat; Khartoum, Sudan which includes the following documents:

- 1) Company Profile
- 2) CV's with details of qualification and experiences
- 3) Work plan
- 4) One sample of each (developed curriculum manual and training report)
- 5) List of Clients
- 6) Annex A Signed DRC Request for Quotation (Financial proposal)
- 7) Annex B DRC General Condition of Contract
- 8) Annex C Supplier Code of Conduct signed copy.
- 9) Annex D Supplier Registration form, completed and signed.

Deadline to submit the expression of interest and financial proposal is **July 4th, 2021 on or Before 11:59 pm Sudan Standard Time.**

National and International firms may apply to participate in this RFQ, but their offers will only qualify if the proposed Firm has presence in Sudan.

Assessment and award of Consultancy

DRC will evaluate the proposals and award the assignment based on **technical (60%) and financial (40%)** feasibility. DRC reserves the right to accept or reject any proposal received without giving reasons and is not bound to accept the lowest or the highest bidder. **Only those shortlisted will be contacted.** Any subcontracting of the consultancy will not be accepted.

Selection Criteria

Sr No	Criteria	Total Weightage	Rating: 1 = Does not meet requirements 4 = Slightly below requirements 5 = Meet Requirements 7 = Slightly above requirements 10 = significantly above requirements
1	Experience		
1.1	Demonstrable experience in applying generally accepted development of business management curriculums	10%	

1.2	Demonstrable & extensive experience in conducting business management trainings for trainers (at least 2 master trainers)	25%	
2	Geographical Location		
2.1	Demonstrates in submission a strong understanding of the Sudanese business and market environments with focus on small scale entrepreneurs working in the informal sector.	20%	
2.2	Having local valid Business Registration and presence in Khartoum - Sudan	5%	
3	Qualification		
3.1	Firm must demonstrate adequate staff with at least 3 years of professional qualifications and suitable experience in creating business management curriculum. At least 3 years professional and working experience in the provision of trainings of trainers. Consultancy firm staff should have at least 3 years of professional and working experience on the establishment of cooperatives. Firm should have at least 2 master trainers in pool of trainers. A firm profile and the Curriculum vitae (CVs) of the firm's consultants and/or trainers should be provided to DRC Sudan by the director of the firm	30%	
4	Reporting Skills		
4.1	Ability to produce high quality final report in a professional format. Submitted documents should be written in correct English & Arabic languages.	10%	