**Scope of Work: Business Development Services (BDS) for MSME Agribusinesses:**

**1. Objective**

To enhance the business capabilities of 150 MSMEs in the Kassala state, divided into **three localities** (Kassala, New Halfa, and Reifi Kassala), through comprehensive business development services, including 5-day intensive training sessions for each of the 5 groups in each locality, and ongoing mentoring and coaching.

**Target:**

**150 MSMEs, divided into 3 localities:**

* Kassala: 50 MSMEs, divided into 5 groups of 10 MSMEs
* New Halfa: 50 MSMEs, divided into 5 groups of 10 MSMEs
* Reifi Kassala: 50 MSMEs, divided into 5 groups of 10 MSMEs

**Each MSME had 3 members -Each group had (10\*3=30 ) Members**

**2. Scope of Work:**

**2.1 Training and Capacity Building**

**2.1.1 Training Sessions**

**75 training days** will be allocated for **the three localities, 15 days for each locality** These days will be divided into **five-day intensive training sessions** for each group in each locality.

Each training session will cover the following modules:

* **Business Planning and Management:**
	+ Business plan development and execution
	+ Financial management and forecasting
	+ Strategic planning and goal setting
	+ Risk management and mitigation strategies
* **Marketing and Sales:**
	+ Market research and analysis
	+ Branding and positioning
	+ Digital marketing and social media
	+ Sales techniques and customer relationship management
* **Financial Literacy:**
	+ Financial record-keeping and bookkeeping
	+ Cash flow management
	+ Cost control and profit maximization
	+ Access to finance and credit

**Training Schedule:**

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| --- | --- | --- | --- |
| Week | Kassala Locality | New Halfa Locality | Reifi Kassala Locality |
| Week 1 (Jan 6-10) | Group 1 Training | Group 1 Training | Group 1 Training |
| Week 2 (Jan 13-17) | Group 2 Training | Group 2 Training | Group 2 Training |
| Week 3 (Jan 20-24) | Group 3 Training | Group 3 Training | Group 3 Training |
| Week 4 (Jan 27-31) | Group 4 Training | Group 4 Training | Group 4 Training |
| Week 5 (Feb 3-7) | Group 5 Training | Group 5 Training | Group 5 Training |

**2.2 Mentoring and Coaching sessions:**

* **Individualized Mentoring and Coaching:** ( total of 90 sessions)
	+ Provide one-on-one mentoring and coaching sessions to 150 MSME members (3 members per MSME) for 6 months.
	+ Sessions will focus on specific business challenges and opportunities, providing personalized guidance and support.

|  |  |  |  |
| --- | --- | --- | --- |
| Month | Kassala Locality | New Halfa Locality | Reifi Kassala Locality |
| March 2025 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 |
| April 2025 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 |
| June 2025 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 |
| July 2025 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 |
| September 2025 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 |
| October 2025 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 |

* **Group Mentoring and Coaching:** (total of 45 sessions)
	+ Organize group mentoring and coaching sessions for MSMEs within each locality, scheduled every quarter as shown below table
	+ These sessions will allow for peer-to-peer learning and knowledge sharing and will reinforce the training concepts.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Month | Kassala Locality | New Halfa Locality | Reifi Kassala Locality |  |
| May 2025 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 |  |
| August 2025 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 |  |
| November 2025 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 | Group 1, 2, 3, 4, 5 |  |

**Note: the sessions must be led by 3 facilitators for each locality:**

 **(one for business development, one for marketing and sales, one for financial literacy)**

**2.3 Curriculum Development**

* Develop comprehensive training curricula for each training module, aligned with the specific needs of the target MSMEs.
* Curricula should be practical, engaging, and tailored to the local context.

**2.4 Monitoring and Evaluation**

* **Tracking and Reporting:**
	+ Develop a system to track each MSME's and individual member's progress throughout the program.
	+ Collect data on training attendance, feedback, and outcomes.
	+ Prepare regular progress reports, including key performance indicators (KPIs).
* **Evaluation:**
	+ Conduct an assessment to evaluate the initial capabilities of MSMEs.
	+ Conduct a final evaluation to assess the impact of the training and mentoring on the business performance of MSMEs.
	+ KPIs may include:
		- Increased revenue
		- Improved profitability
		- Enhanced financial management practices
		- Improved marketing and sales strategies
		- Increased access to finance
		- Enhanced business planning and strategic thinking

**3. Deliverables:**

**1. Training and Capacity Building:**

* **Training Materials:** Develop and deliver comprehensive training materials for each module, including:
	+ Detailed training manuals
	+ Presentation slides
	+ Case studies
	+ Handouts
	+ Exercises and activities
* **Training Sessions:** Conduct 75 training sessions (5 days/group/locality) as per the schedule, covering the following topics:
	+ Business Planning and Management
	+ Marketing and Sales
	+ Financial Literacy
* **Mentoring and Coaching Sessions:**
	+ Conduct 90 individual mentoring and coaching sessions per month for 6 months.
	+ Conduct 45 group mentoring and coaching sessions per quarter for 3 quarters.

**2. Business Plan Development:**

* **Individualized Business Plans:** Develop 150 customized business plans for each MSME, considering their needs, strengths, weaknesses, opportunities, and threats.
* **Business Plan Template:** Create a standardized business plan template that incorporates the following elements:
	+ Executive Summary
	+ Business Description
	+ Market Analysis
	+ Organizational Structure
	+ Financial Projections
	+ Marketing and Sales Strategy
	+ Operational Plan
	+ Risk Assessment

**3. Monitoring and Evaluation:**

* **Progress Tracking:** Develop and implement a system to track the progress of each MSME and individual member.
* **Regular Reporting:** Prepare and submit progress reports to the Mercy Corps.
* **Final Evaluation:** Conduct a final evaluation to assess the overall impact of the BDS program on the MSMEs.

**4. Additional Deliverables:**

* **Training Reports:** Prepare detailed reports on each training session, including attendance, feedback, and key takeaways.
* **Mentoring and Coaching Reports:** Document the outcomes of each mentoring and coaching session, including action plans and recommendations.
* **Final Activities Report:** Prepare a comprehensive final project report summarizing the achievements, challenges, and lessons learned.

**4. Selection Criteria:**

The BDS provider will be selected based on the following criteria:

* Relevant experience in delivering business development services to MSMEs
* Strong understanding of the local market and context
* Proven track record of successful training and mentoring programs
* Ability to develop and deliver high-quality training materials
* Strong commitment to achieving project objectives and KPIs

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