



## Terms of Reference for NGOs only

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Implementing partner (NGO) for Provision of Start and Improve Your Business Training and Financial Education for PROSPECTS Beneficiaries in West Kordofan and East Darfur

**Start date: 10.08.2021**

**End date: 30.12.2022**

### BACKGROUND AND INTRODUCTION

Sudan is host to a large population of refugees, asylum-seekers, internally displaced persons and migrants. It is also a country of origin for migrants and asylum-seekers because of conflict, insecurity and extreme poverty. Sudan hosts over 1.1 million registered refugees and asylum-seekers and some 1.86 million internally displaced people. The Government estimates that the actual number is as high as 2 million, with the added complexity of secondary migration from Sudan towards Europe as the country stands at the crossroads of the Horn of Africa's complex migration route. Approximately 78 per cent of all refugees in Sudan are women and children.

Moreover, Sudan is a lower-middle-income country with a gross domestic product (GDP) per capita income of about US\$441.5 in 2019 (down from \$US1500 in 2015) a total population of 39 million, with an average annual population growth rate of about 3 per cent. This high population growth rate has resulted in a relatively young population and a high proportion of the labour force being of a productive working age. According to the African Economic Outlook (2015), about 55% of the total population are between the ages of 15 and 64 years, and creating enough jobs for them is a major challenge. Moreover, about 66 per cent of the total population lives in rural areas with little access to quality education and health services. Thus, a large proportion of Sudanese suffer from illiteracy, poverty, unemployment, high mortality at birth and low life expectancy. These factors have resulted in Sudan being ranked very low in terms of human development indicators.

Since Sudan's independence in 1956 until the mid-1990s, private sector economic activities have largely been dominated by individuals rather than corporate entities. For example, in the traditional agricultural sub-sector, small-scale production activities are carried out by individuals on their own land using family members as labour. Moreover, many rural residents lack the necessary entrepreneurial skills to undertake these activities at a larger scale. Individual economic activities are also applicable to retail trading, where individuals own and run small shops buying different commodities all over Sudan's villages. The main problem associated with such individual economic activities is that they operate at very limited scale and employ primitive technologies that are characterised by low productivity.

Enterprise activities in Sudan exist in modern agriculture (mechanised and irrigated); manufacturing (food processing, clothes and furniture) and services (banking, insurance, export and import of goods, education, and health) sectors. These sectors consist largely of small firms employing a limited number of workers. Until the late 1980s, the majority of firms were publicly owned. However, after the liberalisation and privatisation policies of the 1990s, the situation has started to change. The United Nations Industrial Development Organisation of 2013 has found that 96 per cent of industrial firms in Sudan are privately owned. Moreover, the enterprise sector as a whole consists largely of private limited liability companies and sole proprietorships. The number of common stocks companies is very limited and they operate mostly in banking and insurance services.

Entrepreneurship has the potential to generate job opportunities, promote new technology, introduce new products, enhance economic growth and promote socioeconomic development for countries. Countries with an improved entrepreneurial ecosystem and a high level of entrepreneurial activity tend to be economically developed and their people are socioeconomically well off. Because of this, many developed and developing countries throughout the globe have recognized the importance of entrepreneurship, exerted efforts and allocated much resources for this sector.

As part of this effort, The *Partnership for Improving Prospects for Forcibly Displaced Persons and Host Communities* ([PROSPECTS](#)), that is funded by the Government of the Netherlands, brings together four agencies (IFC, ILO, UNHCR, and UNICEF) to devise collaborative and innovative approaches for inclusive job creation and education in contexts characterized by forced displacement, the technical assistance interventions under operational pillars: Pillar 1: Education and Learning; Pillar 2: Employment with Dignity, and; Pillar 3: Protection and Inclusion.

Under Pillar 2, the ILO is using its [flagship business management-training program \(SIYB\)](#) to promote entrepreneurship and business start-up in the targeted states of East Darfur and West Kordofan. Globally SIYB has trained more than 15 million potential entrepreneurs and led to the creation of nearly 9 million jobs worldwide. Moreover, research estimates show that the training course has led to the start-up of at least 2.65 million new businesses and the expansion of 40 per cent of existing businesses<sup>1</sup>.

In Sudan, the SIYB training package has been adapted and contextualized for market conditions typically found throughout the country. The training has been oriented to help identify opportunities, establish a small or micro-enterprise to pursue these opportunities, and use the tools and skills acquired from the SIYB training sessions to sustain and expand incomes and/or revenue. Similar to many other African countries, the growth in the micro and small-scale enterprise sector will be the driver of greater opportunities and better conditions for work.

## OVERALL OBJECTIVES

The PROSPECTS project team is seeking an NGO Implementing Partner that is able to build knowledge, skills and competencies in entrepreneurship as well as improving financial literacy for communities at the targeted states; as is further detailed in the key deliverables section below. This is to be achieved by delivering SIYB training and implementation modalities (including mentorship) as well as Get Ahead and Financial Education training packages for different targeted groups in Assalaya and Nimir in East Darfur and Kharasana and Meiram in West Kordofan

This overall objective is divided into three parts as follows: pre-training, during-training and post-training objectives. Further breakdown of deliverables is detailed in the *Key Deliverables* section.

### PART A: Pre-training objectives

- To finalise all preparations needed to deliver the training at the states level (including logistical preparations). This includes discussion and proper engagement with partner agencies and the Local Economic Development Committees (LEDCs) to agree on the selection criteria, select beneficiaries and trainers, prepare sessions plan and conduct the pre-training assessments.

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<sup>1</sup> ILO, (2017). ILO business management training programme has led to the creation of 9 million jobs globally. [Online]. Available at: [https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS\\_560493/lang--en/index.htm](https://www.ilo.org/global/about-the-ilo/newsroom/news/WCMS_560493/lang--en/index.htm)

## PART B: During-training objectives

- Conduct the theoretical and practical aspects of the training detailed in [Start and Improve Your Business](#), [Get Ahead](#) and [Financial Education](#) training manuals and SIYB's implementation modalities (including the market experience and mentorship services) to a total of 1,990 individuals (targeting 50% men, 50% women and 50% Host Community members, 50% Forcibly Displaced individuals) divided between the four targeted localities of Assalaya and Nimir in East Darfur and Kharasana and Meiram in West Kordofan. The specifics of the training scope is detailed in table 1 below:

Table 1: Targeted groups for entrepreneurship and Financial Education

No.	Targeted Group	No. of trainees	Training packages	Training length
1	Beneficiaries of UNICEF Joint Training	240	Start Your Business Implementation modalities Financial Education	3 weeks per batch
2	Youth	200	Generate Your Business Idea Start Your Business Implementation Modalities	4 weeks per batch
3	Cooperative training participants (light touch)	80	Selected modules from Start Your Business	2 weeks per batch
4	Skills training participants (light touch)	40	Selected modules from Start Your Business	2 weeks per batch
5	Micro-business owners or micro-traders	100	Selected modules from Start Your Business Selected sections from the implementation modalities	2 weeks per batch
6	Female Household Heads	30	Get Ahead Implementation Modalities	4 weeks per batch
7	Women and Men household heads	1000	PROSPECTS Financial Education training tool	3 days per batch
		300	Generate Your Business Idea Start Your Business Implementation Modalities	4 weeks per batch
	Total	1990		

- Ensure beneficiaries produce realistic micro-enterprise models and or “business plans” to facilitate selecting start up kits, provide advice on relevance to products available in the local market and administer disbursing these to the beneficiaries ;
- Seek to establish/develop and build the capacity of one or two local agencies (government, non-governmental or for-profit) to sustainably provide Micro-Enterprise Development Services per locality; each to be institutionalised within the state to provide training, mentorship (including designing/circulating a mentorship guide), support in establishing saving groups and networking opportunities.

## PART C: Post-training objectives

- Finalize all closure-relevant activities including post-tests and end of training assessments;
- Provide 3 months mentorship services for graduates as well as establishing and managing saving groups. This ideally to be delivered through local providers of Micro-Enterprise Development Services (MEDS) at each state, which is envisaged to build the MEDS providers' capacity in providing the service through learning by doing;
- Track beneficiaries' development and/or success concerning the following indicator: Number and percentage of project beneficiaries **employed, self-employed or micro-enterprise owners**, within **6 months after graduation**. This to be achieved through either follow-up visits, phone calls, or online tracking / surveying software;
- Submit a training completion report that reports against ILO indicators mutually agreed indicators with ILO including but not limited to increase in employment opportunities, business growth in terms of income and profits.

## KEY DELIVERABLES

### PART A: Pre-training deliverables

**This is expected to be delivered during 6 weeks after signing the contract, (10, August - 12, September 2021).**

1. Prepare session plans for all training packages detailed in Table 1 below (including SIYB implementation modalities) following the ILO's methodology for each training package, submit that to the ILO's project team, incorporate feedback and finalize;
2. Select trainers (for each training package) that will conduct the training at locality level and coordinate with ILO to ensure all of them actively participate in ILO's Training of Trainers;
3. Ensure timely delivery of training at the locality level taking into consideration the rainy season, COVID 19 preventive measures, the size of scope to be delivered and the proposed timeframe by this ToR (detailed above in table 1, Part B of Overall Objectives);  
**IMPORTANT NOTE:** For Financial Education the trainers will be selected from Micro Finance Institutions (MFI) that have presence in the targeted localities or in nearby localities. Hence, they will be downstream partners of the selected Implementing Partner that will deliver the scope of this ToR. Therefore, the MFI trainers' selection, logistical preparations, performance management and payment is to be administered and supervised by the selected implemented partner whom will report to ILO on behalf of their downstream partner/s.
4. In close collaboration with ILO's project team; design, propose and arrange meetings with partner agencies and the Local Economic Development Committees (LEDC) to agree on the selection criteria and beneficiaries' data management procedures to ensure clean-data (i.e. duplication are kept to the minimum, beneficiaries have unique ID numbers, tables are well designed, no required fields kept empty, no typos, data is easy to retrieve/search, etc.). The proposal to be submitted to the ILO to incorporate feedback and finalize;
5. This to be followed by actual selection of beneficiaries in preparation and establishing for training delivery;
6. Keep ILO informed on progress of logistical preparations at the state level and timely report operational issues that might pose delivery risks;
7. In close consultation with the ILO team, conduct rapid mapping at the locality level to select one or two local providers of Micro-Enterprise Development Services and build their capacity to provide entrepreneurship training and mentoring services as well as advise on establishing saving groups;

8. Design pre- and post-training surveys that capture beneficiaries' prior training knowledge, skills and attitudes on the topics delivered during the enterprise training and also on social cohesion including learning with members of a different group, and their current main livelihood and expressed interest and commitment in being a member of a saving group. This survey to be submitted to the ILO's project team to incorporate feedback and finalize.

#### PART B: During-training deliverables

**This is expected to be delivered during 46 weeks after signing off the contract (12 September 2021-13 September 2022).**

1. Administer filling and data inputting of the baseline survey as well as pre-tests. This is to be analysed and reported against in the quarterly report;
2. Conduct training at the locality level for a total of 1,990 individuals at Assalaya and Nimir in East Darfur and Meiram and Kharasana in West of Kordofan. The training is to promote entrepreneurship and financial education utilising the ILO's training packages as detailed in table 1 above;

**IMPORTANT NOTE:** The training provision is to ensure daily attendance is higher than 90% and that beneficiaries produce a tangible outcome of market-informed micro-enterprise models and or "business plans" (to be simplified for illiterate beneficiaries). This is expected to facilitate the design and procurement of tailored start up kits.

3. Disburse start up kits to beneficiaries who have attendance rate above than 90% and post test result of 60% or above;
4. Provide bi-weekly updates through frequent Project Management Meetings between ILO team and the management of the Implementing Partner and submit monthly reports on progress of delivery, spending, risks, issues and opportunities for improved quality of delivery.

#### Part C: Post-training deliverables

**This is expected to be delivered during 52 weeks after signing off the contract (13 September - 30 December 2022).**

1. Administer filling post-test for each batch and report on that in the subsequent monthly report;
2. Administer filling the end line/ tracking surveys (this to be done 6 months after completion of each training batch);
3. Provide mentorship services as the selected Entrepreneurship Development Implementing Partner for 3 months after the graduation of each beneficiary training batch. Preferably in collaboration with the previously selected local provider of Micro-Enterprise Development Services (Part A, point 7);
4. Final report: to elaborately report on delivery of all outputs detailed in the key deliverables section above and to comprehensively shed light on achievements, challenges and lessons learned as well as disbursing the graduation kit and outcome of end line survey and detailed spending to-date as agreed with the ILO.

#### REPORTING LINES

The selected implementing partner (NGO) will work under the direct supervision of the PROSPECTS team in Sudan. This includes regular planning and progress meetings, joint discussions and agreement on best approaches and regular progress reports. The Arabic version of SIYB, Get Ahead and Financial Education training packages provide the learning material and tools to execute the training to beneficiaries.

## SUBMISSION (Please also review the selection criteria section below)

The interested implementing partners (NGOs only) should submit a technical, financial proposal and evidence of proven technical expertise and institutional and financial capacity no later than **10 July 2021, 4pm Khartoum local time to:** [addis\\_procurement@ilo.org](mailto:addis_procurement@ilo.org) .

1. The financial proposal is to include sufficient breakdown on spending items. **It should also explicitly indicate the sub total budget of delivering Part A, B and C separately and breakdown by unit** (i.e. trained individual). The financial offer is to be provided in USD.
2. The technical proposal should lay out, in detail, the comparative advantage of the organization in implementing the aforementioned deliverable and include at a minimum:
  - a) A detailed work plan that elaborates the training cycle for each batch including the provision of mentorship services;
  - b) A staffing plan detailing required number and distribution of staff and trainers to conduct the training and training requirements of staff themselves, including for training that could be provided by the ILO.
  - c) An implementation modality, i.e. how the organization intends to realize training at state level including frequent travel, equipment needs, risk analysis, and contingency plans.

Both the technical and financial proposals should reflect planning to mitigate against issues relevant to the rainy season and security challenges as well as adherence with COVID 19 preventive measures.

3. The organisation should also submit; **a)** evidence of proven technical expertise (including: a list of projects delivered to date, experience and CVs of senior staff and providing contact information of references); and **b)** Institutional and financial capacity to carry out the programme/project activities and manage funds (including: the organigram, internal controls and risk management approach, ethics and code of conduct, monitoring and results management, and a recent financial audit report and the Value for Money approach.

**Note: For organizations without an office in both target states, the proposal should further clarify how they intend to bridge distances between target localities.**

All interested organizations can send questions to [addis\\_procurement@ilo.org](mailto:addis_procurement@ilo.org) until 15 June 2021. Questions will be answered and shared with the interested organizations by Close of Business on 20 June 2021.

Please note that the ILO will not consider incomplete submissions. All responses and supporting documentation received will be treated as strictly confidential and will not be made available for the public.

## PAYMENT SCHEDULE

- 1st payment will be 30% of the total budget and to be disbursed after the contract is signed and an inception report is submitted.
- 2nd payment will be 20% of the total budget and will be disbursed on completion and submission of Part A deliverables;
- 3rd payment will be 30% of the budget which is to be disbursed upon satisfactory progress on deliverables under *Part B*; and
- 4th payment of 20% is to be disbursed upon the submission of deliverables under *Part C*.

## SELECTION CRITERIA

The selected NGO Implementing Partner will have a mix of expertise and qualifications in the focus areas related to this ToR. Evaluation of the suitability of the NGO to work on this assignment will be made against the following selection criteria:

<b>Evaluation Criteria</b>	<b>Maximum mark</b>
<b>A. Technical Proposal</b>	
The Technical Proposal contains a workplan that provides adequate time to undertake all pre-training, training, and post-training related deliverables.	30
The Technical Proposal submitted includes a clear indication of the comparative advantage of the organization and staffing plan.	10
Technical Offers contains a list of projects delivered to date as well as reporting the experience and CVs of senior staff including contact and reference information that helps to provide evidence that the proposed NGO Implementing Partner possesses the technical expertise required to implement the workplan developed to deliver the scope work required and reported in the ToR.	20
Technical Offer includes requested supporting documents: organogram, internal control measures, approach to risk management, relevant ethics/conduct protocols and the latest financial audit to demonstrate the financial capacity of the proposed implementing partner to undertake the requested service provision identified in the ToR.	20
The proposal clearly indicates how the Implementing Partner intends to bridge the distance between target localities if they don't have an office in both target states.	20
<b>Maximum Points</b>	<b>100</b>
Minimum Acceptable Score for the Proposal to be financially reviewed	<b>50</b>