

DANISH REFUGEE COUNCIL (DRC)

Terms of Reference

For Hiring Business Management Curriculum Developer and Trainings Provider Consultancy Firm

Develop business management curriculum and Provide trainings to
strengthen the capacity of small scale entrepreneurs

July 2021

Table of Contents

Introduction	3
Scope of Work.....	4
Consultancy Firm Responsibilities & Methodology	4
Expected Outputs and deliverables	5
Reporting and Documentation	6
Assignment Period	6
Qualifications & Experience:.....	7
Skills & Competencies:.....	7
Payment Schedule.....	7
How to apply	8
Assessment and award of Consultancy	8
Selection Criteria.....	8

Assignment : Business Management Curriculum Developer and Trainings Provider Consultancy Firm
Grade : Consultant
Duty Station : Khartoum - Sudan
Time frame : 35 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 and training is one of 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. 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 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 entrepreneurs based on developed modules of basic financial literacy, marketing, branding, business planning & management and establishment of cooperatives.
- To provide training for entrepreneurs to strengthen their capacity on business management skills in the following modules; financial literacy, marketing, branding, business planning & management and establishment of cooperatives.
- To conduct 6 trainings in 3 locations; 2 trainings in each location for up to 120 participants in total; all of whom are small scale entrepreneurs.
- To provide training certificates, final compilation report, visual media report, photography consent and attendance forms at the completion of the trainings.

Consultancy Firm Responsibilities & Methodology

1. 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.
2. 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.
3. The fifth module on the establishment of cooperatives must include chapters on rules & regulations of cooperatives, governing structure, roles & responsibilities amongst group members, division of labor, operation as well as being interlinked with the other four modules.
4. Conduct and develop course outline, contents, handouts, materials and schedule for 6 trainings in 4 weeks for up to 120 participants; from 6 different communities in 3 locations as indicated in table below.

No. of trainings	Curriculum modules	Location	Communities	No. of days	Expected no. of participants
1	5 modules	Mayo	<ul style="list-style-type: none"> • Host community (Sudanese) 	3	30

			<ul style="list-style-type: none"> Refugees (West Africans) 		
1	5 modules	Mayo	<ul style="list-style-type: none"> Refugees (South Sudanese) 	3	20
1	5 modules	El Jerief west	<ul style="list-style-type: none"> Host community (Sudanese) Refugees (West African) 	3	20
1	5 modules	El Jerief West	<ul style="list-style-type: none"> Refugees (Eritrean) 	3	20
1	5 modules	El Deim	<ul style="list-style-type: none"> Host community (Sudanese) 	3	10
1	5 modules	El Deim	<ul style="list-style-type: none"> Refugees (Eritrean & Ethiopian) 	3	20

5. Trainings in all 3 district locations should ideally be carried out simultaneously and/or on consecutive days.
6. Organize training venues at or in close vicinity of Mayo, El Deim & El Jerief west locations respectively in collaboration with DRC focal person;
7. Provide refreshments (1 meal & 1 beverage) for each of the participants on daily basis during the trainings;
8. Provide transportation and/or transportation allowance to/from training venues for each of the participants on daily bases;
9. Provide documentation including attendance and photography consent forms for all the participants;
10. Provide visual media documentation of trainings while in session and participants via still pictures.
11. Prepare training reports for each training and also a compilation report for all trainings
12. Provide training certificates for all participants.

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**;
- Submit training outlines, contents, materials, handouts, schedules and train up to 120 participants as per responsibility **4**;
- Provision of refreshments per each participant per each day of training as per responsibility **7**;
- Provision of transportation and/or transportation allowance for all participants as per responsibility **8**;

- Submit documentation including attendance and photography consent forms for all participants as per responsibility **9**;
- Submit visual media report in accordance with the responsibilities in **10**;
- Submit the training reports for each training and also a compilation report for all trainings in accordance with the responsibilities in **11**;
- Provision of training certificates for all participants after completion of trainings as per responsibility **12**;

Reporting and Documentation

The consultancy firm will maintain proper documentation process of the trainings and submit all required reports as per responsibilities and deliverables in a timely manner.

Assignment Period

DRC will offer the successful applicant a Thirty-Five (35) 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 a first draft comprehensive and detailed business management curriculum manual to cover 5 modules in both Arabic and English languages on: i) Basic financial literacy ii) Marketing iii) Branding iv) Business planning management v) Establishment of Cooperatives	July 25 th , 2021
2.	Develop & submit final version of comprehensive and detailed business management curriculum manual to cover 5 modules in both Arabic and English languages on: i) Basic financial literacy ii) Marketing iii) Branding iv) Business planning management v) Establishment of Cooperatives	July 29 th , 2021
3.	Develop the training materials, including contents for training in both English and Arabic in coordination with DRC, presentations and hand-outs, schedules for sessions, training venues, transportation plans etc.	August 1 st , 2021
4.	Conduct 6 trainings for up to 120 participants in the approved curriculum manual & specified locations	August 3 rd – 19 th , 2021

5.	Reporting; Training reports, compiled report for all trainings, visual media report with participants photographs, attendance forms with complete contact addresses of participants and photography consent forms	August 23 rd , 2021
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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 trainings
- At least 3 master trainers
- 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 languages respectively.
- Demonstrate excellent interpersonal and professional skills in interacting with vulnerable communities and small scale entrepreneurs.

We Offer

DRC will offer the successful applicant a Thirty-Five (35) 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

Applicants are expected to submit their financial proposals together with the Expression of Interest proposal. DRC will pay equivalent in SDG on the date of Invoice.

Payment will be in phases as follows:

Description	Percentage	Outcomes
First installment	30%	After submission of business management curriculum manual
Second installment	70%	Upon completion of 6 trainings and submission of all reports

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) List of Clients
- 5) One sample of each (developed curriculum manual and training report)
- 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 5th, 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 small scale entrepreneurs (at least 3 master trainers)	25%	
2	Geographical Location		
2.1	Demonstrates in submission a strong understanding of the Sudanese business and market environments especially for 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 include staff with at least a master's degree in business administration or project management for the development of the business management curriculum manual. Firm must demonstrate adequate staff with at least 3 years of professional qualifications and suitable experience in developing business management curriculum manual. At least 3 years professional and working experience in the provision of trainings. Consultancy firm staff should have at least 3 years of professional and working experience on the establishment of cooperatives. Firm should at least have 3 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%	