



THE EUROPEAN UNION'S CROSS-BORDER COOPERATION PROGRAM

Проект за развој на микро-претпријатија на жени во прекуграничната област
Projekti i zhvillimit të ndërmarrjeve të vogla për gratë në zonën ndërkufitare
Microenterprise development project for women in the cross-border area

PROJECT ASSIGNMENT - ToR 01/2018

to contract a consulting company/organization/higher education institution for providing expertise on 'Training and business planners in the phase of establishing and investment plans for the development of micro-owned enterprises owned by women'

The procurement is published in the framework of the project "Microenterprise development project for women in the cross-border area" which is implemented in under the Programme 'Cross border programme between Macedonia-Albania for 2014 and 2015'

For the needs of the Organizations: Center for Change Management - CCM, in partnership with the Center for Comparative and International Studies - Tirana, Institute for Human Rights - Skopje, and Foundation Eghalite - Kamenjane

1. INTRODUCTION

1.1 Assignment background

Project: "Development of micro-enterprises of women in the cross-border area"

The project "Development of micro-enterprises of women in the cross-border area" is implemented within the framework of the "Program for cross-border cooperation of the former Yugoslav Republic of Macedonia - Albania for 2014 and 2015".

The overall goal of the project is to increase women's competitiveness and strengthen female entrepreneurship in the regions of Polog and Elbasan and to provide sustainable solutions for the development of women's micro and small businesses in the cross-border area.

Under this main goal there are 4 specific goals:

Goal 1: To increase the personal entrepreneurship skills and business competencies of the women included in the formal and non-formal businesses.

Goal 2: To provide services for legal support in the business department

Goal 3: To improve the production, the access to market possibilities and opportunities for development of the businesses and to increase the cross-border cooperation.



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Goal 4: To improve/revise the government measures and policies for local and national support for women entrepreneurship.

Project results:

- Result 1: Improved skills and competencies in the business management, reducing of the risks in the work and strengthening of the entrepreneurship positions and business capabilities.
- Result 2: Established counselling services for the women entrepreneurs in order to increase the economic activities and the business development
- Result 3: Disseminated services for legal and economic support and provided information for the rights and commitments of the entrepreneurs, as well as individual counsels for different legal and economic issues.
- Result 4: Increased economic activity in the production, trade and selling of local products because of an increased number of products, improvement of the design of products, packaging, cross-border cooperation and/or online shop and marketing.
- Result 5: Prepared new policy papers and measures for joint activity of the local and national government to use the advantages of the women in business.

Project activities:

1. Recruitment and identification of potential female entrepreneurs
2. Establishing business advisory services for providing support for business promotion - increased volume of production or services, improved design, packaging of products, marketing and sales.
3. Providing a service for legal and economic support - providing information on legal rights and responsibilities in business and legal assistance and advice.
4. Organizing direct marketing services and joint e-commerce activities for selling products on the international market
5. Analysis of the development of the micro-enterprise in women and the production of new and improved policy measures

The target groups of the project are the following:

Direct target groups for the territory of the Macedonian side or the Polog region are:

- 50 women potential entrepreneurs, involved in raising skills and competences and upgrading their capacity to start a business;



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- 25 women, owners of micro-enterprises, to improve production and revenues, and increase the trade and sales of their products.

In addition, around 200-300 participants will be involved in two B2B meetings on both sides of the border, as well as one final fair event. The project will involve 50 local institutions and stakeholders (25 each in each region), in revising existing and creating new business policies for women in the cross-border area.

The Center for Change Management (CCM), (Project Lider) is an implementer of the project and is a non-profit, non-governmental organization located in Skopje, Macedonia, which operates and implements projects aimed at contributing to the development of the Macedonian society and the region.

Center for Comparative and International Studies CCIS, (Partner) is a dynamic and leading non-profit organization with a regional focus. CCIS promotes international cooperation by applying international expertise to frame issues, inform decision-making and guide change, in partnership with governments, foundations, businesses, civic groups, non-profit organizations and universities. With its very qualified expertise and consultants and excellent performance CCIS seeks to be a leading Think Tank supporting regional structures and activities, by building local capacity, strengthening and expanding its international network, ensuring financial sustainability and managing change within its organization.

2. ASSIGNMENT FRAMEWORK

2.1. Mission purpose/assignment

The service provided for this procurement is divided in lots and consists of the following two types of services:

Engagement of advisors for training and establishment of business plans in the phase of establishment of micro enterprises in ownership of women.

The advisors have to implement the following activities:

- Preparing training session with a special focus on how to start a business, the development and elaboration of a business idea, identifying and managing risks, and developing of detailed financial plan based on principles of cost-effecency. The target group that will receive the training is unregistered business initiatives of women in the Elbasan region.
- Delivering 6 thematic workshops to target groups based on the above topics. The workshops should provide support that includes introduction, learning and developing a business plan as a



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final output. The topics of the workshops should be based in the following areas: building business competencies, developing a business plan, reducing risk, market access / product marketing, sales and financial planning and cost-effectiveness.

Engagement of advisors for training and development of investment plans for micro-enterprises owned by women.

The advisors have to implement the following activities:

- Preparation of trainings with a special focus on elaborating the development of an investment on new products or services, improvement and upgrading of the existing market and marketing activities, access to new markets and introduction into a new investment cycle.
- Delivering 6 thematic workshops to support business development with a focus on the development of new business investments and expansion of business through consultations on individual or sectoral level, in order to build a competitive advantage for the realization of the new investment plan. The support will be especially related to planning, improving and executing business strategies and making an investment plan for the needs of women entrepreneurs

Experts may submit an offer for both calls provided under this procurement, in case they possess appropriate experience or qualifications.

For both expertizes the following specific activities should be covered:.

Interviews with women who want to establish a business or women entrepreneurs who have already established their micro-enterprise: scheduling and conducting interviews or short meetings with the target groups - women entrepreneurs from the Polog region, who will be identified by the project's representatives; These interviews or meetings aim to define what kind of training they need and which skills should be acquired or promoted with selected female entrepreneurs.

Developing a working package of training materials – Experts/Advisors need to develop an appropriate set of working materials that will correspond to the selected topics. The format of the materials will be designed by the experts in collaboration with the project partner/contracting authority.

Conducting 6 workshops or trainings according to the previously prepared program accompanied by appropriate exercises and materials for the participants; Within this section, each women across the 6 workshops should develop her own business plan for the establishment or investment development plan; As a result it is expected that more than 80% of women will have a business plan.

Developing a final workshop report that includes information on of the training, developing the next training needs, missing skills, necessary competencies in the context of future development, learning methods and practices, as well as delivering prepared business plans



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Target groups: Within the first type of service, two target groups of 25 or 50 people, women future entrepreneurs organized on two sessions during the implementation of tasks, work with two groups of users. Within the second type of service, a group of 25 persons, women owning micro-enterprises, works for the entire period for the tasks. Target group will be provided and identified by project partners.

A more detailed description of services is provided in the ToR document as part of this procurement procedure.

2.2. Expected results

The consultancy organization that will be engaged is expected to deliver the following results:

a) Offer of established advisers for the establishment of business and investment advisors for development

The consulting company should have at its disposal and provide a team of 6 experts for the needs of this call within the two types of services. The same experts or advisers can be used for both types of services, if they possess appropriate experience or qualifications, whereas for the needs of one type of service, experts should have a special focus on building competencies among user groups, developing a business in a founder phase, business management skills, risk prediction and management, financial planning, financial management, etc. For the needs of the second type of service, business advisors for investment development should provide support to women in developing ways to promote production or services, to improve equipment, to start a new system of investments and services, to introduce innovations, to find new markets for sale, etc.

b) Prepared short working program and work package of materials

Advisers will need to prepare a short program and an appropriate set of working materials to elaborate the topics outlined. They should not exceed 25 pages of material by type of offered service - start-up phase or phase of business advancement. The format of the materials will be devised by the councilors in coordination with the implementer.

c) Realization of 6 one-day trainings within the two types of services and preparation of a business or investment plan (a total of 12 one-day trainings)

The training will need to be developed in 6 thematic units for both types of services. During the implementation, users simultaneously study, acquire the appropriate skills and prepare the corresponding document. Within the first service, they are developing a business plan for establishing a micro-enterprise, while for the second type, they are working out a future investment and developing an appropriate investment plan for the company's development.



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Among the series of trainings and workshops, counselors are available for technical support in the preparation of the relevant document.

It is expected that from the groups within the two types of services, the involved women entrepreneurs will be able to develop the appropriate document in more than half of the cases - business or investment plan. In addition, the possibility of joint business will be developed.

d) Report on performed activities

Report on the conducted trainings and activities, which includes assessment of the achieved success with women entrepreneurs and development of future training needs, skills that are lacking, the necessary competences in the context of future development, learning methods and practice, as well as delivering the made business and investment plans in the context of the implementation of the activities.

2.3. Time frame for assignment realization and reporting

The services are envisaged for a total of 72 working days or 36 working days for each of the envisaged services. The service should be delivered within a time frame of 12- 14 months starting from October 2018 until December 2019

2.4. Delivery of expected results (in stages)

Stages	Description	Timeframe	In cooperation with
1.	Engagement of advisers	October 2018	CCIS Project coordinator
2.	Realization of interviews and short meetings with users groups	October – Nov 2018	CCIS Project coordinator
3.	Preparation of short program and working package of materials	December 2018	CCIS Project coordinator
4.	Delivering trainings based on pre-defined curricula		
4a)	I group of trainings for women future entrepreneurs	January 2018 - March 2019	CCIS Project coordinator
4b)	II group of trainings for women future entrepreneurs	April 2019 – September 2019	CCIS Project coordinator
4c)	I group of training of women	January 2018 – March	CCIS Project coordinator



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	owners of micro enterprises	2019	
4d)	Technical support in preparation of business and technical plan	April - September 2019	CCIS Project coordinator
5.	Preparation of report and recommendations	December 2019	CCIS Project coordinator

The CCIS reserves the right to change the timeframe for the delivery of the ordered services by the supplier depending on the previously implemented activities that are within the scope of this project

3. ORGANIZATION

3.1. Organization that will implement the assignments

For this task, a consulting company or organization should be hired:

- at least 3 years of active status,
- experience in delivering trainings and providing technical support in making business or investment plans, and
- broader experience in projects supporting the business sector in development - marketing and sales, investments, etc.

The consulting organization will need to prove its experience and capacity by delivering its portfolio, which includes a list of references to similar tasks in the previous 3 years and a brief description of the performed activity related to the type of task that is provided for this call.

In addition, the organization will have to propose a team of 6 experts, who will be involved in the preparation and performance of the two types of services provided with this task.

3.2 Experts

The experts who will be engaged to implement the envisaged activities and achieve the intended results should fulfill the following conditions:

- High education
- Professional experience of more than 5-7 years in the field of business support and entrepreneurship development



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- Experience in conducting trainings for the business sector in development (stated in the expert's biography)

3.3. Time frame (days)

Delivery is planned for 72 days in total or about 36 for each of the envisaged types of services. The deadline for carrying out this task is October 2019.

3.4. Logistics

For the implementation of the activities, during the entire mission by the project team of the CCIS, the following support will be provided:

- CCIS Project coordinator

3.5 Terms and conditions of payment

Payment will be made as follows:

- 30% of the amount after the signing of the contract
- 30% of the amount after the completion of half of the foreseen workshops and
- 40% within 30 days after completion of the expert task, and submitting all reports and materials.

3.5. Bibliography and documentation

In order to successfully perform the task of the expert, all necessary documentation at the disposal of the CCIS and its partners will be available.