

TERMS OF REFERENCE (ToR)

Engagement of Business Development Service (BDS) Provider for the B-SkillFUL Programme Phase II

1. Background

Swisscontact, Swiss Foundation for Technical Cooperation, is headquartered in Zurich and was founded in 1959 by leading figures from the Swiss private sector and Swiss universities. It is exclusively involved in international co-operation and since 1961 has carried out its own and mandated projects. A part of the organisation, Swisscontact – Bangladesh, is registered as an international nongovernmental organisation (INGO) under NGO Affairs Bureau, Government of The People’s Republic of Bangladesh, carrying out various development projects and programmes in the areas of skills development (ASTHA, B-SkillFUL Phase II, Uttoron), SME promotion (M4C, B-SkillFUL Phase II), Local Economic Development (PRABRIDDI), Agricultural Insurance (BMMDP) and financial services (Sarathi) from its office based at House 28, Road 43, Gulshan-2, Dhaka-1212, Bangladesh.

B-SkillFUL Phase II is a four-year (2021 – 2024) programme, funded by the Swiss Agency for Development and Cooperation (SDC), represented by the Embassy of Switzerland in Bangladesh, and implemented by Swisscontact. It contributes to Switzerland’s overall goal in Bangladesh, which is to bring about a more equitable society that enjoys inclusive and sustainable growth, aligned with the 2030 Agenda of the United Nations. The programme aims to improve productivity and competitiveness of small and medium enterprises (SMEs) and create better jobs by providing Business Development Services (BDS) to at least 800 SMEs and Workplace Based Training (WBT) to at least 13,000 new and existing workers. The programme will also promote improved working conditions, gender equity, social inclusion, and more environmentally sustainable practices among participating SMEs.

After a successful completion of Phase I, B-SkillFUL Phase II commenced operations from September 2020 in three growth sectors of Bangladesh. These consist of furniture making, light engineering and leather goods manufacturing sectors, located across six districts: Bogura, Dhaka, Gazipur, Kishoreganj, Nilphamari and Rangpur.

By collaborating with B-SkillFUL, BDS providers will get opportunities to engage with SMEs in both peri-urban and rural areas and expand their clientele beyond the major cities. The programme will facilitate participating BDS providers to deliver specialised consultancy and management training services for SMEs. The programme prioritises SME needs for customised management solutions in areas such as access to finance, product design/development, access to market, supply-chain management, quality assurance, and enhancing safe and decent work environments.

The programme’s annual BDS delivery targets with SMEs are as follows: Year 1 – 100 SMEs, Year 2: 300 SMEs, Year 3: 300 SMEs and finally in Year 4: 100 SMEs.

2. Rationale for the Assignment

During the inception phase it was found the SMEs' most urgent BDS needs are in areas of i) access to finance, ii) access to markets, iii) supply chain management, iv) technology upgradation, v) product development, vi) production methods and vii) transversal themes such as gender equality, social inclusion, decent work (including safety) and environmental sustainability).

Currently there are few BDS available to SMEs in the Light Engineering, Leather Goods and Furniture Making sectors in the programme locations. Most of the current BDS are focused upon the needs of larger enterprises based around Dhaka. BDS for SMEs in rural and peri-urban areas are relatively untapped markets.

There is limited access to BDS because SMEs i) do not know how to access or utilise BDS; ii) are uncertain about BDS value-addition; and c) do not have the resources to independently engage BDS providers. The programme will support and coordinate interventions that can demonstrate BDS value to SMEs and develop new potential SME clients for BDS providers. The programme supports BDS initial costs to SMEs. Over time, as the value of BDS are demonstrated and the BDS market develops, SMEs will undertake greater responsibility for BDS fees.

3. Objectives and Scope

Under the programme team supervision, the specific objectives of the assignment are i) engage with SMEs in each of the programme target sector and district; ii) provide BDS consultancy and management training to SMEs; and iv) assist in collecting data for program Monitoring and Results Measurement (MRM) purposes.

BDS services will be delivered across all programme locations as planned and approved by the programme team.

4. Geographic Focus by Sector

BDS services will delivered by sectors and locations as per the Table 1: Geographic Focus by Sector below:

Table 1: Geographic Focus by Sector:

| Sector | Districts | Upazillas |
|-----------|---------------------------------|-----------------------------------------------|
| Furniture | Bogura (peri-urban) | ▪ Sadar and Erulia Upazilla |
| | Gazipur (urban and peri-urban) | ▪ Sadar Upazilla, Sreepur Upazilla |
| | Dhaka-Savar (peri-urban) | ▪ Hemayetpur, Tetuljhora, Birulia and Ashulia |
| | Rangpur (peri-urban) | ▪ Sadar Upazilla |
| | Nilphamari-Saidpur (peri-urban) | ▪ Saidpur Upazilla |

| | | |
|-------------------|------------------------------------------------------------------------|------------------------------------|
| Light Engineering | Bogura (peri-urban), | ▪ Sadar and Erulia Upazilla |
| | Gazipur (urban and peri-urban) | ▪ Gazipur Sadar, Sreepur Upazilla |
| | Dhaka-Savar (peri-urban) | ▪ Savar Upazilla |
| | Rangpur (peri-urban) | ▪ Rangpur Sadar. |
| Leather Goods | Dhaka – Hazaribag (urban), kamrangirchar, Old Town (Bangshal, Nawabur) | ▪ South City Corporation |
| | Dhaka-Savar (Peri-urban) | ▪ Savar Upazilla |
| | Kishoregonj-Bhairab (peri-urban) | ▪ Bhairab Upazilla |
| | Rangpur (peri-urban) | ▪ Sadar Upazilla |
| | Gazipur | ▪ Sadar Upazilla, Sreepur Upazilla |

Note: Proposals must specify locations listed in the above table

5. BDS Category Prioritised

BDS services will be delivered by prioritised categories and by sectors as per the Table 2: Sectors and prioritised BDS Categories below.

Table 2: Sectors and Prioritised BDS Categories:

| Sectors | Prioritised BDS Categories |
|----------------------|------------------------------|
| 1. Furniture Making | 1. Need analysis |
| 2. Light Engineering | 2. Access to finance |
| 3. Leather Goods | 3. Access to market |
| | 4. Supply chain management |
| | 5. Technology advancement |
| | 6. Product development |
| | 7. Production method/process |

Note: Proposals must specify aforementioned sectors and prioritised BDS areas

Note that transversal themes (such as gender equality, social inclusion, safety, and environmental sustainability) are to be incorporated in all BDS packages.

6. Proposed Business Model and Expected Output

Service Description:

BDS providers will conduct needs assessments and prepare a BDS delivery plan for each programme approved SME client based upon the size, operation, and sector context as per Table 3: BDS delivery plan below.

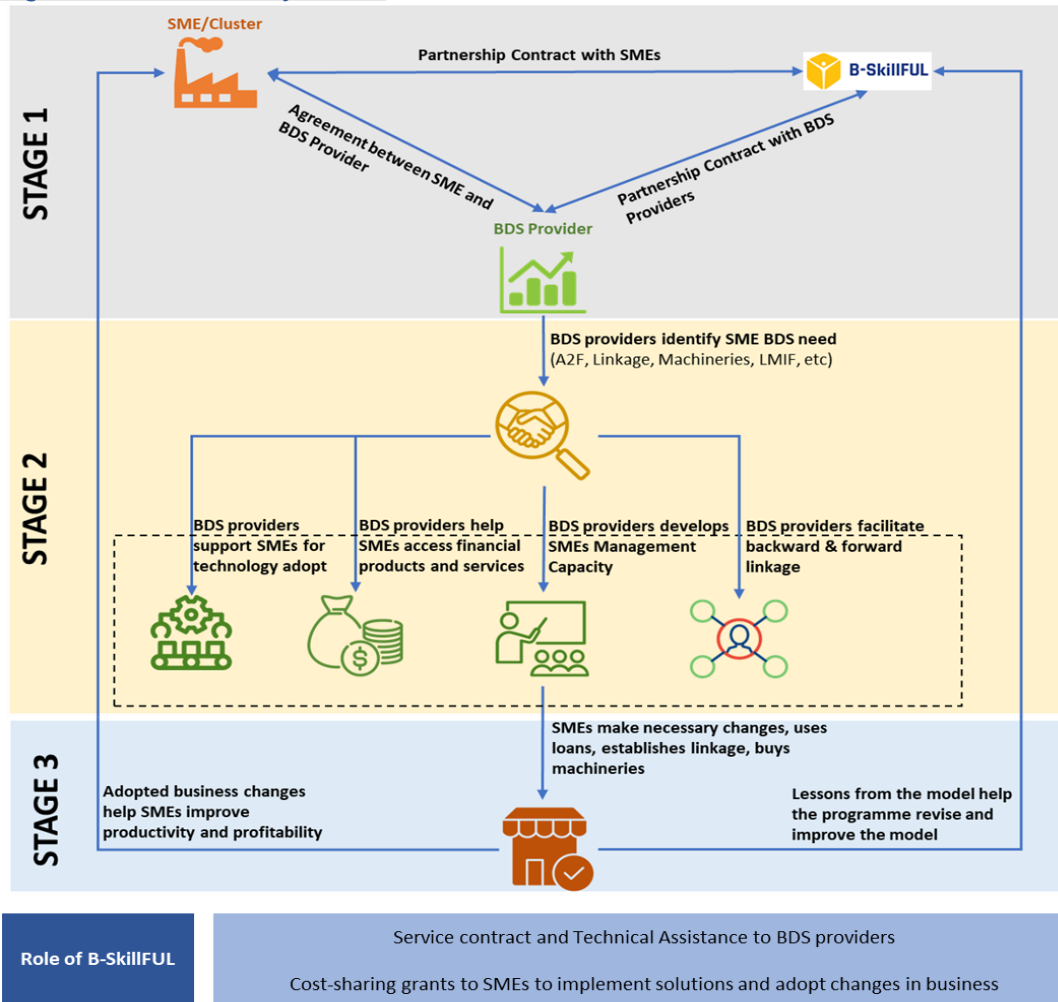
Table 3: BDS delivery plan (in bundles)

| Sector | Size of the SMEs | Bundled Service | Description of BDS Under Bundles |
|---------------------------------------------------------------------------------------------------------|------------------|-----------------|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Furniture Making Sector | Small SMEs | Bundle 1 | BDS provider will select one or more BDS from Prioritised BDS Categories (in Table 2 above) and provide a detailed description of each service in each bundle for both small and medium SMEs of each sector. |
| | Medium SMEs | Bundle 2 | |
| Leather Sector | Small SMEs | Bundle 1 | |
| | Medium SMEs | Bundle 2 | |
| Light Engineering Sect | Small SMEs | Bundle 1 | |
| | Medium SMEs | Bundle 2 | |
| Note: Proposal must reflect the bundle package offerings based on above mentioned BDS categories | | | |

Summary of the Programme’s BDS Delivery Approach:

BDS will be implemented according to the process illustrated in Figure 1 BDS Delivery Model below. The proposed delivery plan of BDS providers therefore must comply with the following process.

Figure 1: BDS Delivery Model



In stage 1, the programme will initialise BDS interventions through tripartite partnership agreements between SMEs, BDS providers and the programme. The agreements will detail the responsibilities of each partner. In particular, the agreements will highlight: i) the identified services and agreed timelines ii) the mutually agreed SME and BDS provider cost contributions (in-kind and in cash) iii) SME and BDS provider roles and responsibilities; iv) the programme roles and contributions and v) fees to the BDS provider payable by the programme and the SME clients.

Upon agreement signing, in stage 2, comprehensive BDS need assessments will be conducted by the BDS providers and individual SMEs. Based on the need assessment findings, BDS delivery plans will be developed jointly by BDS providers and the SMEs, facilitated by the programme. Both short term and long-term BDS support needs will be included in the BDS delivery plan and bundled offers would be planned for SMEs. Based upon the need assessment, the partnership agreements may be amended with all partners' agreement to address more urgent priorities identified in the need assessment. During the pilot phase, the programme plans to offer BDS in six main categories. These six categories are: *advanced technology support, access to finance, access to market, access to technology, and supply chain management*. Additional categories would be created when the scale up phase starts, depending on the findings from the pilot phase.

In stage 3, once the initial BDS services are delivered, the programme will continue monitoring SMEs to assess the level of innovation adoption and assess if further support is necessary. The BDS providers will provide regular backstopping and mentoring to the SMEs to implement the proposed changes. This continuous mentoring and follow-up support will contribute to increasing the efficiency of the SMEs and will also help the programme collect data for monitoring and results measurement. The programme will provide technical and advisory support to all the BDS providers throughout the service delivery process. The programme also envisages the development of a common platform of BDS providers during the scale-up phase. This platform will also be linked with the LMIF platform in the exit phase. SMEs can access BDS providers through this platform and request for necessary services in a fee-for-service market.

7. Main Tasks and Responsibilities of BDS Providers

- a) Identify BDS priority needs of assigned programme SMEs in three sectors across target locations;
- b) Participate in an orientation from B-SkillFUL team on programme, BDS modality, financial management and monitoring and evaluation;
- c) Develop an agreed upon detailed business delivery plan for each SME with short and medium-term goals;
- d) Design bundles offer (will varies both sector & SME size wise) for SMEs as per their delivery plan and deliver market need based BDS to the SMEs in the following priority areas:
 - i. Need analysis (SME's BDS need);
 - ii. Access to Finance (access to stimulus package, loans, grants, financial literacy etc);
 - iii. Access to Markets (access to information, branding & promotion of existing products, acquiring, and keeping new clients etc.);
 - iv. Supply-Chain Management (management of sourcing and delivery of goods and services, maintaining inventory processes);
 - v. Technology advancement (procuring and integrating new technology in production processes);
 - vi. Product Development (innovating and producing new products); and
 - vii. Production Methods (new processes and integrating transversal themes to increase cost-competitiveness).
- e) Work closely with WBT providers and other programme partners / contractors for adoption of transversal themes (such as gender, safety, decent work, and environmental sustainability issues integrated in WBT & BDS offer) among the workforce and management staff with BDS offerings;
- f) Conduct BDS promotional activities to generate awareness among potential SMEs. An emphasis will be given upon engaging 'early adopter' entrepreneurs – particularly women;
- g) Develop a pool of BDS experts to provide customised BDS;
- h) Regularly collect and report BDS evaluation data provided by SMEs;
- i) Develop and promote a cost sharing strategy with programme SMEs;
- j) Submit half yearly and annual BDS plan to the programme;
- k) Submit quarterly, half-yearly and annual progress reports to the programme.

8. Tasks and Responsibilities of B-SkillFUL Programme

- a) Organise orientation on the programme and capacity building sessions on BDS delivery mechanisms for BDS providers;

- b) Provide technical backstopping support to BDS providers on transversal issues like gender equity, safety, environmental sustainability Labour Rights and Decent Work (LRDW);
- c) Assist BDS providers in identifying SME clients to be supported by the programme;
- d) Approve the identified SMEs which will be engaged by BDS providers;
- e) Monitor, follow up and evaluate BDS provider's activities;
- f) Review work progress regularly and provide feedback for improvement; and
- g) Review and feedback on quarterly, half-yearly and annual report submitted by BDS providers.

9. Implementation Arrangements

BDS providers will be recruited as one of key implementing partners as per Swisscontact terms and conditions and undertake the assigned tasks and responsibilities under the direct supervision of the programme team. BDS providers will also work closely with other key stakeholders (i.e., WBT providers and sub-contractors).

BDS providers are responsible for BDS-related liaison with programme SMEs. BDS providers will lead all necessary logistics arrangements regarding service delivery with SMEs. The BDS providers are required to collaborative and maintain a good working relationship with the programme team and other programme stakeholders.

10. Minimum Qualifications and Experience

Area of Specialisation of BDS provider(s):

1. At least 5 years of experience as a business service provider;
2. Track record of BDS service provision to SMEs/Industries preferably light engineering;
3. furniture making and leather goods sectors;
4. Demonstrated capacity in programme sectors and districts is preferred;
5. Demonstrated experience in BDS support to SMEs/industries is preferred;
6. Demonstrated knowledge and experience related to SMEs, private sector, and entrepreneurship development in the country;
7. Successful participation in other development programmes/projects;
8. Openness to cost sharing arrangements with SMEs and the programme;
9. Successful experience in MRM (e.g., surveys, valid data entry);
10. Ability/experience serving both women and men clients;
11. Gender balance in the organisation preferred;
12. Demonstrated understanding of Bangladesh socio-economic context;
13. Working experience and familiarity with the development efforts of the international development partners, Projects, INGOs and NGOs.

11. Team Composition, Roles and Responsibilities

Roles and responsibilities of the BDS provider(s) and B-SkillFUL team as per table 4: Positions and Key Responsibilities below.

Table 4: Positions and Key Responsibilities:

| Positions | Key Responsibilities |
|-----------------------------------------------|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| From BDS Provider | |
| BDS Implementation Manager (1 position) | Overall coordination with programme. Supervision and coordination with BDS staff including consultants, finance and admin coordinator and monitoring officer |
| Senior BDS Consultants | Develop BDS delivery plan based on SMEs' BDS need assessment, deliver BDS and supervise Junior BDS Consultants |
| Junior BDS Consultants | BDS need assessment of the SMEs and develop detailed business plan for individual SME |
| Finance and Admin Coordinator (1 position) | Overall financial and administration management |
| Monitoring Officer (1 position) | Regular monitoring and follow up |
| Office Assistant (1 position) | Provide logistic support |
| *Short term BDS Specialist | The BDS provider will hire external BDS specialist to deliver support to the SMEs outside of BDS Provider's existing portfolio as and when required |
| From B-SkillFUL Phase II, Swisscontact | |
| Senior Manager | Provide strategic planning & partnership guidance to the BDS providers |
| Sector Manager | Manage partnership with BDS providers, provide feedback as and when necessary to adjust methodology if needed and ensure quality output |
| Sector Coordinator | Manage local level partnership with BDS providers specially BDS Manager, monitor activities and progress, provide feedback, and update the management on the regular basis |
| Sector Officer | Facilitate BDS activities at field level in close contact with BDS consultants and provide relevant information regarding BDS implementation to Sector Coordinators |

12. Team Roles and Responsibilities

A. BDS Implementation Manager- 1 position

Essential Requirement:

1. At least 5 years of work experience in the BDS field for small scale enterprises and financial service providers; preferably in furniture/light engineering/leathers goods sectors;
2. Working experience with managerial level of SMEs;
3. Sound knowledge about enterprise development interventions and market system development approach;
4. Good analytical, negotiation, problem solving and decision-making skills;
5. Proven track record in developing business development strategy;
6. Experience in designing co-finance approach-based business model; and

7. Expertise on multi-stakeholder management.

Roles and Responsibilities:

1. Lead roll-out of all BDS related activities in the assigned district; problem solving and improvisation;
2. Contribute to market assessments; constraints and opportunity analysis; contribute to intervention design and external BDS identification;
3. Lead preparing BDS intervention plan; maintain and operationalise intervention plans;
4. Supervise BDS database management;
5. Supervise Monitoring officer's activities and support B-SkillFUL MRM team in conducting studies and assessments (questionnaire development, data collection etc.);
6. Capture district level progress of all interventions and achievements; write impact stories and reports as per requirement;
7. Lead the hiring process of short term BDS Specialists;
8. Build team members' capacity;
9. Summarise and interpret results of filed level interventions to revisit implementing strategy;
10. Ensure quality implementation and quality output of the assignment; and
11. Report to B-SkillFUL team.

B. Senior BDS Consultants positions

Essential Requirements:

1. Bachelor's/ Master's degree in economics, Business Administration, Marketing, Finance, or any other relevant discipline;
2. At least 5 years of proven expertise in business development services/enterprise development to industries/SMEs;
3. Hands on work experience in delivering enterprise level advisory/consultancy supports;
4. Hands on work experience in conducting management staff trainings for industries/SMEs; and
5. In-depth knowledge on business trend and expertise on market research and market analysis.
6. Strong network with relevant market actors.

Roles and Responsibilities:

1. Finalise SME list opted for BDS based on Junior BDS consultants' field findings;
2. Conduct SMEs' need assessment;
3. Develop SMEs' BDS plan and delivery model in coordination with Junior BDS Consultants;
4. Deliver required BDS to individual SME and develop management training materials, if required;
5. Support short-term BDS Specialists to carry out activities;
6. Maintain quality of interventions in coordination with Junior BDS consultant and Monitoring Officer;
7. Participate in B-SkillFUL's planning meetings for exchange and learning; and
8. Compelling presentation and influencing skills.

C. Junior BDS Consultants

Essential Requirements:

1. Bachelor's degree in Economics, Business Administration, Marketing, Finance, or any other relevant discipline;
2. Minimum 3 years of proven expertise to work with in enterprise development/business development service-related activities with SMEs or in industries;
3. Have knowledge on business trend and expertise on market research and market analysis;
4. Capacity to facilitate and communicate with different SMEs and stakeholders specially specialised BDS experts;
5. Develop effective relationships with various stakeholder including selected SMEs;
6. Good networking skills to engage with SMEs and other partners; and
7. Compelling presentation and influencing skills.

Roles and Responsibilities:

Junior BDS Consultants will report to the respective senior BDS consultants, more specifically the keeping close coordination with programme's sector officers. Key responsibilities of this position include:

1. Identify potential partner SMEs;
2. Conduct BDS need assessment under the direction of the Senior BDS Consultant;
3. Identify management staff for training on BDS;
4. Monitoring BDS delivery;
5. Assist monitoring officer preparing profile of management staffs of SMEs for BDS;
6. Work closely with the different stakeholders including SMEs, WBT providers, private large companies to create the win-win situation;
7. Maintain quality of interventions in coordination with Senior BDS consultant and Monitoring Officer; and
8. Strong network with relevant market actors i.e., SMEs support service providers and value chain actors etc.

D. Finance and Admin Coordinator

Essential Requirements:

1. Bachelor's Degree in accounting, Finance, Business Administration;
2. Minimum 4 years' experience with focus in financial management and accounting in a private sector;
3. Proficient in MS Excel and good working knowledge of computer applications;
4. Sound understanding about internal control system and audit requirements;
5. Sound understanding of VAT and TAX;
6. Works independently and is a team player;
7. Proficient in written and oral communication skills;
8. Possesses good negotiation skills; and
9. Knowledge of accounting software.

Roles and Responsibilities:

1. Oversee all the financial entries in the books of accounts and maintain all finance related records;
2. Ensuring all day-to-day implementation of the programme's finance related tasks such as maintain petty cash and cash advance registers;
3. Checks invoices with all supporting documents and prepare payment vouchers;
4. Calculate relevant VAT/taxes and deposit to government exchequer;
5. Cash and cheque transactions with banks;
6. Ensure appropriate audit related support to external audit team assigned by B-SkillFUL programme;
7. Prepare and submit invoices as per contract with BDT provider; and
8. Prepare and submit financial report as per contract with BDS provider.

E. Monitoring Officer

Essential Requirements:

1. Relevant Bachelor's degree in Business Administration, Marketing, Statistics, or any other relevant discipline;
2. At least three (3) years' progressive and relevant work experience in the field of monitoring; evaluation and data entry activities in private sector/INGO/Research entities;
3. Experience in SME monitoring, data entry and database management system;
4. Technical background in quantitative analysis (statistics/econometrics) is preferred;
5. Results orientated, excellent data presentation, and strong research and reporting skills; and
6. Excellent computer literacy in MS Office programmes (specifically Word, Excel, PowerPoint, and Outlook).

Roles and Responsibilities:

1. Collect data on regular basis to measure achievements against targets;
2. Conduct field visit to monitor programme implementation and verification of data provided;
3. Develop and finalise work plans in association with B-SkillFUL team in accordance with programme activities, data requirements and timeframes as relevant;
4. Conduct periodic review of monitoring and reporting mechanism;
5. Enter data into B-SkillFUL's MIS/Excel data base;
6. Assist B-SkillFUL monitoring team in data collection, analysis, survey and studies;
7. Support BDS Implementation Manager in progress reporting and impact evaluation;
8. Support BDS Implementation Manager in developing report on monitoring findings and prepare presentations based on data as required; and
9. Assist BDS Implementation Manager in processing, analysing and dissemination monitoring findings and documents for best practices to facilitate evidence-based planning, learning and decision making.

Note: Essential criteria and roles of 'Short-term BDS Specialist' will be mentioned in the proposal by potential BDS providers

13. Duration of the Assignment

The duration of the assignment will be within the timeframe of August 2021 to June 2024.

14. Selection Criteria

| Sl. | What to evaluate | Description | Points |
|-----|---------------------------------------------------------------------------------------------------------------------------------------------------------------------|---------------------------------------------------------------|--------|
| 1. | <ul style="list-style-type: none"> - CV of BDS Implementation Manager - CV of senior BDS consultant - CV of Junior BDS Consultants | To be evaluated as per professional experience requirements | 20 |
| 2. | <ul style="list-style-type: none"> - Organisation profile - References of previous works | To be evaluated as per organisational experience requirements | 15 |
| 3. | Description of each service stated under BDS category and bundles | BDS Deliver Plan as per Prioritised BDS Categories | 35 |
| 4. | Detail Financial Proposal (as per prioritised BDS categories) | Detailed budget | 30 |

Note: Proposal must contain the annex 01 sections (not limited to). Financial proposals must be submitted as per B-SkillFUL template (refer to annex 2)

15. Deliverables and Outputs of the assignment

- a. Inception report including updates in team set-up, staff deployment, detail activity plan for BDS interventions (August 2021 to July 2022), and other critical issues; this is to be submitted within two months of contract signing;
- b. BDS Intervention specific deliverables: Sign MOUs with SMEs and submit signed contracts in due time, develop year wise BDS provider’s business plan (BDS delivery plan align with targeted SMEs number and BDS needs) with implementation strategies etc.;
- c. Monitoring report as per contract;
- d. Communication related documents (case studies, etc.) as and when required;
- e. Submit monthly, quarterly, and annual financial report with supporting documents (format will be provided by B-SkillFUL);
- f. Submit monthly, quarterly, and annual progress report as per contract (format will be provided by B-SkillFUL); and
- g. Timesheets outlining brief monthly tasks from technical and financial backstopping staffs should be submitted which is also a requirement to claim related costs.

16. Reporting

The BDS providers will report to Team Leader, B-SkillFUL Programme Phase II but will work closely with Sector Coordinators, Sector Manager and Senior Manager.

17. Submission Instructions

- a) CV of BDS Implementation Manager must have highlights on private sector development in relevant industries/SMEs experiences;
- b) CVs of Senior Business Consultants must have highlights on industries/SMEs specific work experiences as business consultant/coach;
- c) The BDS delivery plan must contain location, BDS category wise bundle offerings (refer to sections 4, 5 and 6);
- d) The potential BDS providers can apply for multiple locations/BDS categories which needs to be stated with elaborations in the proposed BDS delivery plan;
- e) All technical proposal's evaluation will be done based on the sectors, locations, SME numbers (small and medium) and prioritised BDS categories listed (in bundles);
- f) Technical Proposal should be within maximum 20 pages and detail team composition including CVs can be attached as annexes; and
- g) Technical proposal and Financial Proposal should be submitted in separate envelopes (both hard copy and soft copies should be submitted).
- h) Hard copies and soft copies of the proposal(s) must be submitted to the following address: For soft copy: email: "**bd.bskillful@swisscontact.org**". For hard copy: House # 28, Road # 43, Gulshan-2, Dhaka-1212 **by 7 August 2021**. Addressing to Mr. Shohidul Alam, Manager-Business Administration, B-SkillFUL Programme Phase II. Please mention "Engage WBT Provider" on the top of the email subject line.

Swisscontact is an equal opportunity employer. We strongly encourage applications from women headed organisation.
