

# **Terms of Reference (TOR) for gaps/problems & value chains assessment and micro, small, medium and women led enterprises appraisal of the selected SMEs & WLEs participants of Internally Displaced Persons (IDPs) & returnees in ABADEI Phase-II Locations**

## **Introduction/Background:**

BRAC, is the largest Non-Governmental Organization in the world with its headquarter based in Bangladesh which is founded in 1972. BRAC is a global leader in developing cost-effective, evidence-based programmes with a southern approach and currently operating in 11 countries across Asia and Africa; BRAC acts as a catalyst, creating opportunities for people to transform their own lives.

BRAC Afghanistan is implementing the Area-Based Approach to Development Emergency Initiative (ABADEI) Phase II (Support Community Resilience and Reintegration of Internally Displaced Persons (IDPs) and returnees in Priority Areas of Return and Reintegration (PARRs) in Central, Southern and South-Eastern Regions of Afghanistan). The project is supported by the UNDP under the local economic recovery and development programme. The specific objective of the project is to improve livelihood, social cohesion and resilience among 19,750 households in the affected community with special focus on Internally Displaced Persons (IDPs), returnees, and host communities through ensuring access to renewable energy, livelihood sources and social cohesion in 14 PARRs of four (*Kabul, Khost, Paktika and Kandahar*) provinces of Afghanistan.

To support the targeted communities and households of IDPs & internees (SMEs & WLEs) in selected PARRs and to further support the targeted communities and households (SMEs & WLEs). For better understanding and designing the potential service interventions in area of micro, small, medium and women lead enterprises and identifying gaps/problems, value chains and value addition for businesses improvement, the project aims to carry out the businesses appraisal and provide the sector specific training to selected SMEs & WLEs participants, engaging the expert consultant and/or firm.

## **Objectives of the assignment**

### **I. Businesses Appraisal:**

- A. Identify the micro, small, medium and women lead enterprises gaps/problems and needs for businesses improvement, in the selected PARRs in 14 districts in Kabul (5), Kandahar (3), Khost (3) and Paktika (3) provinces.
- B. Conduct business appraisal and credit rating of 100 MSMEs/SMEs and 200 Women-Led Enterprises for the grant/technical support for the growth of their businesses.
- C. Appraise/develop business plan/proposal including value chain for each (micro, small, medium and women lead business/enterprise), while the business plan/proposal should focus on increasing production/sale and job creation to ensure business financial capacity identified with robust business plan.
- D. Map and assess the sector specific value chains for the selected micro, small, medium and women-lead enterprises considering the cost, geographic location and capacities of entrepreneurs.
- E. Identify the knowledge gaps of the selected enterprises on operating and managing the enterprises/businesses and build their capacity accordingly.

### **II. Sector/value chain Specific Training:**

- Provide four days' sector/value chain specific training in the sectors identified during mapping and assessment of selected SMEs and WLEs in central (Kabul), South (Kandahar), Southeast (Khost & Paktika) regions.

#### **The training should cover bellow topics:**

- a) Business management.
- b) Profits & costs understanding and recording.
- c) Internship and getting use of new designs, new machinery/technology and new methods of working.
- d) Repairing/maintenance of the tangible business assets to reduce business losses.

- e) What are the gaps/problems their businesses and how can they overcome those gaps/problems?
- f) What is value chain and how can it add value to the business.
- g) What is marketing and its impacts on a business?
- h) How to increase production and create job opportunities?
- i) What is storage, packing & branding?
- j) What is the value of attending the business fairs/events?
- k) How quality production add value to the business?
- l) What is processing and how it adds value to the business?
- m) Importance of building linkages with local, national & international markets
- n) Factors affecting the prices of the raw materials

Training agenda may be adjusted based on the needs /gaps identified in the mapping and gaps assessment.

#### **Methodology/Activities needs performed:**

- Review the available literatures on micro, small, medium and women lead enterprises generally used and recommended for Afghanistan.
- Develop the assessment key questions, tools, field plan and reporting framework in consultation with BRAC ABADEI management team.
- Consult with relevant Govt. departments, institutes and private companies who are experts on micro, small, medium and women lead enterprises and conducting research on these.
- Coordinate and consult with the selected participants & communities (BRAC and UNDP regional teams, relevant government authorities, SMEs/WLEs, CDCs, local *shuras*, *market actors*, etc.). in the selected areas.
- Focus on potential community engagement to manage the micro, small, medium and women lead enterprises and explore income generation opportunities during the dialogue sessions with the communities.
- Explore the climatic hazards, risks and climatic conditions in introducing the micro, small, medium and women lead enterprises gaps/problems and solutions.
- Share the draft findings of the appraisal/assessment with the brief presentation before finalizing the report.
- Share the draft report of the appraisal with BRAC for review and comments.
- Share presentations of the training with BRAC for review & comments.
- Share the draft report of the training with BRAC for review and comments.
- Submit the final report within the time frame.

#### **Coverage:**

- Selected participant, community and households in 14 selected PARRs districts in the four provinces Kabul, Kandahar, Paktika and Khost from the three regions.

#### **Key deliverables:**

- The appraisal/assessment questions, tools, field plan and reporting framework.
- A presentation on the key findings of the assessment with recommendation.
- Business/enterprise proposal/plan for each formal/informal enterprise.
- An assessment report highlighting the micro, small, medium & women lead enterprises, specific climate resilience priority plans, knowledge gaps/problem, value chains and solutions, specific interventions, along with community engagement and possible income generation opportunities.
- A comprehensive report of the sector specific training.

#### **Competency of the consultant/consultancy firms:**

- Master's degree in enterprise/business development, agriculture, agribusiness, or relevant field for individual consultant/ proposed staff of the consulting firm.
- At least 6 years of professional engagement and experiences in the micro, small, medium & women lead enterprises sector (for both firm and individual).
- Experienced in micro, small, medium & women lead enterprises sector's value chains and deep knowledge and understanding of the micro, small, medium & women lead enterprises sector in Afghanistan.

- Proven expertise in the field of SMEs/WLEs strategy design, intervention design, value chains with good analytical and reporting skills.
- Experienced in conducting need assessments, value chains and studies in the areas of SMEs/WLEs.
- Good understanding on the standard and specifications of SMEs/WLEs and value chains.

**Time frame and schedule:**

The proposed total level of effort for the above tasks is three weeks - two weeks for the assessment/appraisal and one week for training (from the signing of contract). The working days and specific visit locations would be decided in consultation with ABADEI management team in Kabul.

**Rates, payment and methods:**

Upon submission of the final assessment report by the Consultant/Firm, the payment would be made through bank transfer based on the bill/invoice. Partial payment would be done if required. The payment would be made in local currency (AFN) upon deducting the applicable taxes.

**Confidentiality and Intellectual property:**

The consultant/Firm will maintain the confidentiality of the document and information shared with him/her. Without the consent of BRAC Afghanistan, S/he will not disclose any info and documents to outsiders, social/ news or electronic/print Medias. All the intellectual property will be considered the property of BRAC Afghanistan.

**Safeguarding Policy:**

The consultant/firm should follow and align with the BRAC Safeguarding policies and procedures.

**Disclaimer:**

BRAC Afghanistan will reserve all rights to change, amend and terminate the contract any time without giving any notice or/and explaining the reason.

**Management and Coordination:**

Keep close contact with the Technical Specialist (MSMEs) along with Head of Program Operations and ABADEI Team Leader. Coordinate with the Provincial Manager and Area Manager (ABADEI) during the field visits in the respective province/district.

**Contact Person:**

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**Note:**

The interested and qualified individuals and firms are requested to submit their technical (describing study methodology, process, sampling, timeline and expected deliverable etc.) and financial proposal for conducting the study.