

Terms of Reference (ToR)

Consultancy: Business Plan for Al-Mashghal (sewing workshop)

Project Title:

Mashghal Ghalia

Project Implementation Period:

May 2023 – April 2026

Project Funded by:

Alex Bank

Implemented by:

CARE Egypt Foundation for Development (CEF)

CARE Egypt Foundation:

CARE Egypt Foundation, previously known as CARE International, has been operating in Egypt since 1954. The organization's programming aims to help communities living in poverty meet basic needs, improve their social positions and cope with their challenging environments in ways that are sustainable and empowering.

Underpinning all of CARE's work is a commitment to strengthening local civil society, promoting human rights and addressing the underlying causes of poverty and injustice, such as poor governance, gender inequity, economic and social exclusion and conflict. CARE places special emphasis on investing in women and girls because its experience shows that their involvement invariably brings long-term benefits to families and communities. CARE Egypt focuses on four main programs: Women's Rights, Governance and Civic Engagement, Education, and Agriculture and Natural Resources.

For further information, please visit our website: www.care.org.eg

Women's Rights Program Brief:

The Women's Rights (WR) Program is designed to empower poor and marginalized women in Egypt who suffer from rights' violation. Its impact goal is: By 2025, poor women in Egypt especially in Upper Egypt are empowered and enjoying a better quality of life, having attained their rights. In order to achieve this goal, the program works with both the duty bearers in government and civil society, as well as rights bearers, women themselves, to address discriminatory attitudes and behavior towards women and girls.

The WR program works with the duty bearers to support their role to protect and uphold the rights of women, and also with the women to encourage them to understand voice and demand their rightful entitlements. The program works on three domains (agency, relations and structure) in order to empower poor women in Egypt to gain their rights. Through the focus on agency, women's self-esteem and confidence are built, and women have increased financial independence to fulfill their potential as productive and income-earning members of their households and society. In addition, when power relations (families) are gender sensitive whilst tackling all forms of gender-based violence (GBV) within and outside the household, and when structures (social norms or laws) particularly in the area of personal status, domestic violence are reformed, passed and implemented, gender equality can be achieved.

The program has three themes, which are:

1. Tackling Gender-based Violence (GBV)
2. Women's Social and Economic Empowerment
3. Engaging Men and Boys (EMB)

Project Brief

Empowering Women Through EI-Mashghal

Objective:

EI-Mashghal project, funded by Alexbank, aims to achieve two overarching objectives: firstly, to establish sustainable revenue streams for financing women empowerment activities, and secondly, to empower targeted beneficiaries by providing economic opportunities. Given recent events impacting developmental funding, it's imperative to create a reliable income source to ensure continued support for social interventions. Specifically, the project seeks to empower women through skill development in sewing, embroidery, and crochet, while simultaneously offering them employment prospects.

Activities and Expected Results:

The project activities are designed to achieve these goals by providing comprehensive training in sewing, embroidery, and crochet to targeted women, followed by the creation of employment opportunities. These opportunities will be offered to two groups of women, allowing them to work either at the EI-Mashghal premises or remotely from their homes, addressing various logistical and scalability challenges. Furthermore, the project will focus on marketing EI-Mashghal to stakeholders and potential clients through the development of a detailed business plan and marketing strategy. Anticipated outcomes include training 150 women, distributing sewing machines for remote work, establishing a robust business plan, successful marketing of EI-Mashghal, dissemination of success stories, and enhancing the trademark's association with workshop production to increase visibility and impact.

Target beneficiaries:

The project is expected to reach:

- Up to 150 women will be benefiting from the services of the project (training – capacity building).
- Around 30 women will be working in EI Mashghal workshop (premises & remotely) with an estimated number of 200 direct beneficiaries (respective households),
- Around 400 people will be indirectly benefiting from the income generated by the female workers. More income means more spending on basic needs and consequently an increase in the indirect beneficiaries.
- Women targeted are Egyptians and refugees.

Overview of the Consultancy

CEF is seeking a qualified and dedicated consultant/team to develop a comprehensive business plan for the sewing workshop aimed at providing training to local Egyptian women as well as female refugees. As explained above, the primary goal of this initiative is to empower these women economically, enabling them to generate income to support their households.

Specific Tasks of the Consultant Firm/Individual (Scope of Work)

1. Initial Consultation:

- Conduct a comprehensive discussion to understand EI-Mashghal goals, vision, and requirements.
- Analyze the current state of EI-Mashghal, including strengths, weaknesses, opportunities, and threats (SWOT analysis).

2. Market Research and Analysis:

- Gather data and conduct market research to identify textile industry trends, competitor analysis, and market segmentation... etc
- Analyze market dynamics, customer preferences, and potential demand for EI-Mashghal products & services.

3. Business Plan Development:

- Develop a tailored business plan/model aligned with EI-Mashghal objectives as a social enterprise and the market insights.
- Outline the business model, value proposition, marketing strategy, sales forecast, and operational plan.
- Incorporate financial projections, including revenue forecasts, cost structures, and break-even analysis.

4. Strategy Formulation:

- Collaborate to formulate strategic initiatives and actionable steps to achieve business goals.
- Identify key performance indicators (KPIs) and milestones to measure progress and success.

5. Document Preparation:

- Compile all findings, analyses, and recommendations into a comprehensive business plan document.

- Ensure clarity, coherence, and professionalism in presentation, including formatting, graphics, and charts.
- 6. Review and Revision:**
- Conduct a thorough review of the business plan with CARE to solicit feedback and suggestions.
 - Incorporate revisions and refinements based on CARE input to finalize the business plan.
- 7. Presentation and Delivery:**
- Prepare for a formal presentation of the business plan to CARE and stakeholders, or potential partners if needed.

Key Outputs and Deliverables:

The consultant will report progress regularly to the CARE focal point. It is expected that consultant submit reports as follow:

- Draft a plan after the initial meeting
- Share market analysis findings
- Submit the final business plan
- Present findings

*Consultant will submit electronic and hard copies of all reports.

Consultant Qualifications:

Technical Requirements

- Extensive experience in business plan development for social enterprises or similar initiatives.
- Proven ability to conduct thorough market analyses and develop sustainable business models
- Knowledge of the cultural and economic context in Egypt
- Understanding of the textiles and fashion industries in Egypt
- Experience in writing reports and presenting research findings.
- Working experience with international organizations.
- Situation awareness and familiarity with existing relevant sectoral programming in Egypt.

- Awareness of context, humanitarian situation and cultural practices in target communities.
- Demonstrated writing and oral communication skills in Arabic and English.
- Ability to establish priorities in a time-sensitive environment and meet deadlines with strong attention to detail and quality.
- Work collaboratively within very tight time constraints

1. **Key Internal Contacts**

- CARE Women's Rights Team.
- Reports to Initiative/Project Manager.

2. **Core Competencies**

- **People Skills:** Ability to work independently and as a team player who demonstrates leadership skills.
- **Communication Skills:** Well-developed written and oral communication skills. Able to communicate clearly and sensitively with internal and external stakeholders as a representative of CEF. This includes effective negotiation and representation skills.
 - Integrity:* Works with trustworthiness and integrity and has a clear commitment to CEF's core values and humanitarian principles.
 - Resilience/Adaptability and flexibility:* Ability to operate effectively under extreme circumstances including stress, high security risks and harsh living conditions. Works and lives with a flexible, adaptable, and resilient manner.
 - Awareness and sensitivity of self and others:* Demonstrates awareness and sensitivity to gender and diversity. Have experience and the ability to live and work in diverse cultural contexts in a culturally appropriate manner. Has a capacity to make accurate self-assessment particularly in high stress and high security contexts.
 - Work style:* Is well-planned and organized even within a fluid working environment and has a capacity for initiative and decision making with competent analytical and problem-solving skills.
 - Knowledge and skills:* knowledge of CARE policies and procedures, International Codes of Conduct. Requires general finance, administration, information management and telecommunication skills and proficiency in information technology/ computer skills.

Assessment Phasing & Time Schedule:

Execution of Assignment:

Consultancy start and end date: From 1 July 2024 to 31 August 2024 for this assignment, including planning, inception, research, and reporting (Dates are tentative. Subject to change). Please use the below timeline to indicate division of days. It will not be binding and can be amended according to the discussion between the project team and the consultant.

Deliverables Timeline:

<u>Deliverable</u>	<u>Timeline</u>
Initial Consultation	
Market Research and Analysis	
Business Plan Development	
Strategy Formulation	
Document Preparation	
Review and Revision	
Presentation and Delivery	

Conditions of Implementation:

Interested consultants are requested to submit their proposals by 26 June 2024. Proposals should include a detailed technical proposal and curriculum vitae, a sample of a similar project completed, and a financial proposal.

1. Technical Proposal:

- A brief statement in understanding of the assignment, and general approach to it.
- A brief description of the methodology proposed to be used in the assignment.
- A capabilities statement of the consultant organization and/or brief description of relevant (similar) consultancies that would qualify for this assignment. This statement should be included as a separate annex, in addition to the five-page proposal.
- A work sample of a previous training assignment with a similar scope
- Consultant CV
- It should indicate a complete list of deliverables and a proposed timeline.

2. Financial Proposal:

- The financial proposal should include a breakdown of the cost elements to assist in determining the rationale of the given rates. CARE will withhold applicable taxes and deposit the funds with the applicable for tax authorities under this agreement.
- Consultant MUST be able to provide tax invoices.

The evaluation will be based on the following criteria according to the submitted documents:

<u>Evaluation type</u>	<u>Percentage</u>
Qualifications	10%
Service proposed / Technical plan	35%
Experience (CV/ profile should be included)	20%
Timeframe & commitment	10%

Financial Evaluation	25%
----------------------	-----

P.S. applications rated less than 40% in the technical evaluation will be excluded.

Payment Schedule:

All payment should be linked with deliverables and will be settled against tax invoices.