



Horti-LIFE



ToR to hire consultants to prepare Business Management Training Manual and provide trainings to Agro dealers and Vegetable & Fruit Nursery Owners

1. Introduction

Horti-LIFE III is a 6-year project (2023-2029) funded by the Embassy of the Kingdom of the Netherlands (EKN) in Ethiopia and implemented by SNV-Ethiopia in cooperation with the Ministry of Agriculture (MoA) and the Regional Bureaus of Agriculture in seven regions across Ethiopia and supports 250,000 smallholder farmers in 165 districts. The aim is to increase productivity and food safety in the horticultural sector by supporting smallholder farmers, rural SMEs, and supporting institutions. The project focuses on various components of the horticultural sector. It improves the quality of the supported fruits and vegetables not only production, but also: improving the quality of the food produced, supporting the development of a local seed sector, increasing the availability of high-quality vegetable and fruit seedlings, improving the competences of current extension officials, as well as the future generation of extension workers, supporting dietary diversity, and providing access to finance.

In phase I and II, demand was created for high quality seeds, seedlings and agro inputs. To improve the availability of these inputs, service providers are supported through an investment facility. Agro-dealers, Seed multipliers, Vegetable and Fruit (V&F) Nurseries, and tissue culture labs are financially supported. In phase III, over 260 SME's will be financially and technically supported to improve their service delivery.

To professionalise the agro dealers and privately owned nurseries, business and finance management needs to be strengthened. Topics to be covered are **marketing management, stock management, record keeping, costing and pricing, and financial planning trainings.**

To make the agro dealers and V&F nursery owners utilise the investment facility (the matching grant) in a , profitable, feasible and sustainable manner, SNV Horti-LIFE Project is planning to hire business support consultants for regions of Oromia, Amhara, Tigray, Sidama, Southwest Ethiopia, Central Ethiopia, and South Ethiopia. prepare Business Management (**Marketing management, Stock Management, Record Keeping, Costing and Pricing, and Financial Planning**) Training Manual in English, Oromiffa, Amharic, Sidama, and Tigrigna languages; **provide Business Management Trainings in different languages (Oromiffa, Amharic, Sidama, and Tigrigna) that can be easily grasped by region based Agro Dealers and V&F Nursery owners, and follow-ups of the practical application of trainings by each Agro dealer and V&F nursery owner.**

2. Services required.

- Visit Agro Dealers and V&F Nursery owners in the 7 project regions (Oromia, Amhara, Tigray, Sidama, Southwest Ethiopia, Central Ethiopia, and South Ethiopia) and conduct a business and financial management needs assessment. Submit a detailed needs assessment report.
- Based upon the needs assessment develop a training manual which addresses the gaps, it is possible that supported companies are clustered based upon different needs.
- Preparing Business Management Training Manual for Agro Dealers and V&F Nursery owners in five languages (English, Oromiffa, Amharic, Sidama and Tigrigna) covering the following proposed topics (how ever topics may change based upon the outcome of the needs assessment):
 - o Marketing,
 - Objectives of marketing; importance of marketing, market research, the 5 Ps of marketing (products, price, place, promotion, premises)
 - o Stock Management
 - Objective of stock management, what is stock and stock management, importance of stock management, guidelines for better stock management, stock taking, importance of stock taking, stock records template,
 - o Record Keeping
 - Objectives of record keeping, what is record keeping, importance of record keeping, types of records, profit and loss statement
 - o Costing and Pricing



Horti-LIFE



- Objectives of costing and pricing, what is costing, what is pricing, importance of costing, types of costs, costing process for agro dealers and vegetable and fruit nursery owners, pricing of agro products, seeds, and seedlings, importance of pricing, Break-Even Point,
- Financial Management
 - Objectives of financial planning, importance of financial planning, sale and cost plan, cashflow plan, budgeting,
- Provide business and financial management training to region-based Agro Dealers and V&F Nursery owners in four languages (Oromiffa, Amharic, Sidama, and Tigrigna). For each trainee an action plan needs to be developed
- Prepare and submit training report, including the individual action plans for the trainees
- Provide on-site quarterly mentoring support to each grantee to and submit a progress report

3. Deliverables:

- Needs assessment report
- Business/financial management training manual in English, Oromiffa, Amharic, Sidama, and Tigrigna languages (soft) to SNV Ethiopia, Horti-LIFE Project.
- Deliver the developed course to selected agro dealers and V&F nursery owners,
- Submission of region-based trainings report and tailored action plan (soft) to SNV Ethiopia, Horti-LIFE Project.
- Submission of the mentoring support report for each Agro Dealer, and V&F Nursery owner every three months three times to SNV Ethiopia, Horti-LIFE Project.

4. Skills required:

For the purpose of this assessment, the consultants should have at least bachelor's degree in Agribusiness/Agricultural economics/Marketing/Economics/Commerce/Business management or related field and 10 years extensive experience and knowledge in Agri business mentoring and coaching. Among the desired qualifications for the consultants are:

- Excellent understanding of the agri business environment and experience directly working with Agro Dealers, V&F Nurseries
- 10 years' experience on conducting business management assessments, and preparing training manuals on business management, marketing management, stock management, financial management
- Demonstrated experience in small business development and management (own business or by providing business development services),
- Certified in the ILO Start and Improve Your Business (SIYB) Grow and Expand Your Business (GEYB) training approach is a plus
- Practical business management knowledge with emphasis on marketing and financial management skills,
- Proposed consultants should be fluent in at least one the following languages English, Amharic, Oromiffa, Sidama, and Tigrigna languages. Note that training should be given in the local language.

5. Timeframe

This will be a long-term consultancy, and it will run from February 2025 – January 2026.

6. Guidelines for submission of expression of interest

6.1 Technical proposal

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- Detailed technical proposal highlighting the key activities, approaches and methodologies addressing the services required. Special attention should be given to how the mentoring will take place.
- Detailed activity plan including a timeframe
- CVs of proposed consultants
- At least three recommendations from organisations who requested similar services.
- A sample of a previously developed training manual



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6.2 Financial Proposal

- Provide daily fee per proposed consultant per activity as mentioned in the ToR (fees only in ETB). Once Framework agreement is signed, SNV will issue task order with detailed activity, deliverables and number of days etc...

Deliverables	Daily rate
• Needs assessment report	
• Business/financial management training manual in English, Oromiffa, Amharic, Sidama, and Tigrigna languages (soft) to SNV Ethiopia, Horti-LIFE Project.	
• Deliver the developed course to selected agro dealers and V&F nursery owners,	
• Submission of region-based trainings report and tailored action plan (soft) to SNV Ethiopia, Horti-LIFE Project.	
• Submission of the mentoring support report for each Agro Dealer, and V&F Nursery owner every three months three times to SNV Ethiopia, Horti-LIFE Project.	

Please note that: SNV will arrange and pay directly for (after having received approval for the activity):

- Hotel accommodation during conducting field assessment, delivering trainings, conducting mentoring visits. However, note that it is encouraged to use regional based consultants.
- Transport for visiting agro dealers and vegetable and fruit nursery owners'
- SNV will also pay Daily Subsistence Allowance (DSA) in accordance with SNV rates and policies

6.3 Details of operation status

- Licence – Renewed consultants Licence
- Valid TIN number

7. Evaluation Criteria and Process

7.1 Eligibility/Mandatory Criteria

- Valid Legal registration/ License
- Technical & Financial Proposals submitted in separate envelopes or separate email for proposals submitted via email.

The following criteria will be employed for the evaluation of the proposals:

7.2 Technical criteria for evaluation (weightage 80%)

A set of pre-defined technical criteria will be agreed by the evaluation panel prior to starting the evaluation process and the employed for the evaluation. Failure to secure min. 50% in the technical criteria (i.e. 40 out of the 80%) will automatically disqualify the applicant.

S/N	Selection Criteria for the Technical Proposal	
I	Expertise and Experience (45%)	Marks
1	Previous Experience with similar assignments (20): Conducting business management assessments, preparing training manuals on business management, stock management, marketing management, financial management and preparation of training materials for Agri-business owners, small businesses, smallholder farmers & providing business coaching. Proof of experience needs to be attached (reference letters)	20



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	• Consultants having more than 10 years' experience on business management assessment, preparing training manuals on business management, stock management, marketing management, financial management and preparation of training materials for Agri-business owners, small businesses, smallholder farmers & providing business coaching will get 20 out of 20 • Consultants having 7-10 years' experience on business management assessment, preparing training manuals on business management, stock management, marketing management, financial management and preparation of training materials for Agri-business owners, small businesses, smallholder farmers & providing business coaching will get 15 out of 20 • Consultants having 5-7 years' experience on business management assessment, preparing training manuals on business management, stock management, marketing management, financial management and preparation of training materials for Agri-business owners, small businesses, smallholder farmers & providing business coaching will get 10 out of 20 • Consultants having below 4 years' experience on business management assessment, preparing training manuals on business management, stock management, marketing management, financial management and preparation of training materials for Agri-business owners, small businesses, smallholder farmers & providing business coaching will get 5 out of 20	
2	Qualification of proposed consultant (15): Academic qualifications: Bachelor's degree in Agribusiness/Agricultural economics/Marketing/Economics/Commerce/Business management or related field; Certification in the ILO Start and Improve Your Business (SIYB) and Grow and Expand Your Business (GEYB) • Consultants having Bachelor's degree in Agribusiness/Agricultural economics/Marketing/Economics/Commerce/Business management or related field and Certification in the ILO Start and Improve Your Business (SIYB) and Grow and Expand Your Business (GEYB) will get 15 out of 15 • Consultants having Bachelor's degree in Agribusiness/Agricultural economics/Marketing/Economics/Commerce/Business management or related field and Certification in the ILO Start and Improve Your Business (SIYB) will get 10 out of 15 • Consultants having Bachelor's degree in Agribusiness/Agricultural economics/Marketing/Economics/Commerce/Business management or related field will get 5 out of 15	15
3	Pool of regional based consultants • Consultants based in at least Tigray, Amhara, Oromia and Sidama 5 out of 5 points • Consultants based in at least 2 of the mentioned regions 2 out of 5 points • Consultants all based in one location 0 out of 5	5
4	Language proficiency - Written and spoken English, Amharic, Oromiffa, and Tigrigna • Who is proficient to English and all local languages 5 out of 5 points • Who is proficient to English and 2 local languages 4 out of 5 points • Who is proficient English and 1 local language 3 out of 5 points	5
II	Technical proposal (35%)	
1	Technical Proposal: Detailed technical proposal highlighting the key activities, approaches and methodologies addressing the services required; Detailed activity plan including a timeframe; At least three recommendations from organisations who requested similar services; A sample of a previously developed training manual	35



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	• The consultants who well understood the assignment and wrote detailed and clear proposal highlighting the activities, approaches and methodologies and services required with detailed activity plan including a time frame, having three recommendations from organization who requested similar services and presentation of a sample previously developed training manual will get 35 out of 35. • The consultants who partially understood the assignment and wrote detailed and clear proposal highlighting the activities, approaches and methodologies and services required with detailed activity plan including a time frame, having below three recommendations from organization who requested similar services and unable to present a sample previously developed training manual will get 20 out of 35. • The consultants whose proposal does not indicate an understanding of the assignment will get 5 points out of 35.	
	Total points for the Technical Proposal 80	
	Rank	

7.2 Financial evaluation criteria (weightage 20%)

The minimum bidder gets 20% and others will get lower than this *pro rata*.

Applicants are required to submit copy of business license, tax registration certificate or any other legal documents.

Submission Guideline and Application submission date: Interested and qualified applicants who meet the qualification stated above, should submit their proposals as indicated below.

Both the Technical and Financial proposals should be submitted in a separate sealed and stamped envelope or via email to ettenders@snv.org

Title of the specific assignment “**Consultant to prepare business management training Manual and provide trainings to Agro dealers and Vegetable & Fruit Nursery Owners**” should be mentioned in the envelop/email subject. Technical and Financial proposals should be in a separate envelop or separate email. SNV will not be responsible for proposals submitted without indicating title of the assignment on the envelope or subject of the email.

Proposals must be received by SNV Addis Ababa office to the address below no later than **January 13, 2025**, 17:00 close of business.

All submissions should be sent to: **Physical submission** SNV Ethiopia, Mexico Sarbet road Next to African Union P.O. Box 40675, Addis Ababa | Ethiopia Fax + 251 (0) 11 616 6252 Tele + 251 (0) 11 616 6232 **or via email** <ettenders@snv.org> as per the above guideline.