

TERMS OF REFERENCE

FOR THE CONSULTANCY: STRATEGIC PLANNING FOR SOCIAL ENTERPRISE OPENING IN BRČKO DISTRICT

Within the CARE International project: Brčko Inclusive Socioeconomic Initiative (the Project)

Deadline for application: **21th, July, 15h**

Purpose of the consultancy

CARE International is looking for a Consultant(s)/ organization/ company to undertake a participatory Need Assessment and Analysis for Support in Establishment of Social Enterprise in the Brcko District BiH. The social enterprise is planned to be supported and established within the Project and in cooperation with the Project partner - the Development-Guarantee Fund of Brčko District Government (RGFBD) and 4 contracted local NGOs responding to the needs of the marginalized citizens.

General information about the consultancy

Job title:	Consultant for Strategic planning for Social enterprise opening in BD
Project title:	Brčko Inclusive Socioeconomic Initiative
Donor:	Czech Development Agency and CARE Czech Republic
Project country:	Bosnia and Herzegovina, Brčko District
Place(s) of work:	Brčko District
Anticipated consultants:	Organization/ company consultant, with qualifications fitting the consultancy task
Engagement period and duration:	15 working days, during August-September 2025

About CARE in the Balkans

CARE's mission in the region of Balkans is to contribute to post-war recovery, socio-economic development and building the societies of equality in Bosnia & Herzegovina, Serbia, Montenegro, Kosovo, Albania and Macedonia. CARE's work in the Balkans started in 1993, when it provided humanitarian support to people affected by war. In the late 90-ties, CARE shifted its focus in the region from humanitarian post-war assistance and rehabilitation to socio-economic development, engaging in interventions directed at sustainable livelihoods, human rights and gender equality, civil society development and environmental protection. CARE's engagement and contribution lies in

strengthening sustainability of key regional, national and/ or local civil society organizations and networks promoting equality and diversity, in the context of social inclusion and non-violence.

Project information

The project “Brčko Inclusive Socioeconomic Initiative” is implemented by CARE International in partnership with the Development-Guarantee Fund of Brčko District Government – RGFBD. It contributes to socio-economic integration of disadvantaged and vulnerable categories of citizens of Brčko District, which is mirrored within the project objective: to increase social inclusion and create sustainable employment opportunities for citizens in Brčko District (BD) with a particular focus on disadvantaged and vulnerable groups, through raising employment capacity, support to entrepreneurial activities and enabling a conducive environment for more inclusive economic development.

The following project results/outputs are expected:

- Output 1:** Disadvantaged and vulnerable populations of the Brčko District have increased their capacity for employment and knowledge of their citizens’ rights, through project conducted trainings and awareness raising.
- Output 2:** Increased capacity, skills and job opportunities for the unemployed citizens of BD and creation of new employment for the disadvantaged and vulnerable groups, via project financial and technical support.
- Output 3:** Enhanced environment for a more efficient economic inclusion of vulnerable and disadvantaged groups, by creation of public-private partnerships to address labour market barriers and promotion of sustainable employment models.

Information about the Project partner RGFBD:

The Development-Guarantee Fund of Brčko District Government - RGFBD (<https://rgfbd.com/>) is a public institution established under the Government of Brčko District (BD), responsible for providing financial support or guarantees to small and medium-sized enterprises, individuals or agricultural producers.

More specifically, the main current RGFBD services include:

- a) Approval of credit funds and their placement,
- b) Allocation of funds to small and medium-sized enterprises and entrepreneurs,
- c) Investing in securities,
- d) Providing guarantees for loans to small and medium-sized enterprises and independent entrepreneurs and farmers with the aim of faster employment,
- e) Providing guarantees for lending in the rural sector,
- f) Other credit and financial intermediation.

Role in the Project: Unit for Implementation of International Projects at RGFBD (further PIU) has been mandated by the Government of BD to act as the main Project partner and beneficiary focal point (for all three project Outputs). PIU will also act as an intermediary between CARE and the Government of BD, in particular on strategic issues such as legislation, long-term financing and sustainability of project outputs, etc.

PIU has, through this Project, established the (Self) Employment Socio-Economic and Entrepreneurship Centre – SEI Centre, which aims to provide comprehensive support to BD residents, and especially marginalized persons, on their path to self-employment, entrepreneurship and long-term/permanent employment, through developing, strengthening and upgrading their skills necessary

for accessing the labour market. SEI Centre provides training courses, coaching, consulting, mentoring, therapeutic and psychosocial services and similar types of help and assistance. The Centre also serves as an incubator for start-ups and early stage entrepreneurs.

Objectives and Description of the Task

Every phase of the consultation will be agreed with the CARE Project Manager and RGFBD partner. The consultation will include the following:

- a. A visit to the SEI Centre in Brcko (minimum 1 day) to examine the centre circumstances (premisses, staff, regulations, etc.) and conditions for the establishment of a social enterprise, with the main goal of economic inclusion of the most vulnerable clients, i.e. their entrepreneurship involvement and long-term/permanent employment.
- b. Business assessment of development options for the SEI Centre enterprise – foremost assessing the feasibility of the potential business ideas for the SEI Centre currently recommended by the document “Socio-Economic Analysis - SEA Analysis” undertaken by the project. Analysis and recommendation of additional potential options – business ideas, is also possible.
The consultation should also include the design of a set of operational documents for implementation - steps to form an enterprise, regulations for management bodies that will mandatorily include the contracted NGOs, qualified selection of the most sustainable business, as well as its location, listing of types of BD institutions support needed.

Note: The SEA Analysis, which should significantly inform the consultation, will be provided by CARE to the selected consultant upon contract signing, The SEA Analysis was particularly informed by the best practice examples from the Czech Republic, as well as the local context of BD. The SEA Analysis listed the following business activities as possible main models for the future SEI centre social enterprise:

- Café therapy (according to a Prague model), mainly targeting beneficiaries recommended by the Project contracted NGOs – people with low education level, to prepare them for the process of employment, job interviews and similar employment efforts. The proposed space is the premises next to SEI Centre (within the same building), where the Café employees would have permanent support of the SEI Centre staff.
- Enterprise modelled according to Drutova cooperative in Prague, which could operate in various sectors, such as packing of goods for major BD Companies, etc. It could be established within the SEI Centre building, on the ground floor, in two rooms that would need to be renovated for that purpose.
- Print shop, which could be organised in an already renovated office on the ground floor, which doesn't need major investment.

The project also recognises the possibility to establish the social enterprise at a location outside the SEI Centre premisses, however in that case ensuring cost coverage and continued oversight and support by the SEI staff would pose challenges for its long-term independent sustainability.

- c. Plan and deliver a participatory design of the SEI Centre Social enterprise, consisting of:
 - One two-day workshop for up to 10 participants - the recruited SEI Centre staff (approximately 6 persons) and the four NGOs engaged on the project (4 participants), providing comprehensive support for the selection of the most appropriate business idea and subsequent creation of a sustainable Business Plan for the development of the SEI Centre Social Enterprise, introducing appropriate knowledge and methodologies. Entire logistics for the event will be provided by the Project.

The workshop is expected to be entirely designed and implemented/facilitated by the selected consultant(s), in consultation and agreement with CARE and partner RGFBD. The workshop should cover a wide range of topics around the subject of business plans development: analysis of the business idea, competition and sales prospective, value chains and importance of good marketing, further business development and utilization of external investment funding, as well as other topics deriving from the consultants' experience and the SEI Centre' enterprise needs.

The training should be facilitated in a participatory manner (rather than ex cathedra), with the use of modern learning tools and business development methodologies. The Outline of the SEI Centre Enterprise Business Plan should be a practical output of the workshop.

- Online coaching/mentoring of the training participants will follow, in the duration of up to 5 days, for the purpose of further elaboration and fine-tuning of the SEI Centre Enterprise Business Plan. The process will also include defining/confirming operational costs of the SEI Centre social enterprise (staff, office costs, management costs, costs of small repairs and specification of needed equipment for SEI Centre enterprise functioning).
- Final two day participatory workshop, for the final agreement on the SEI Centre Enterprise Business Plan and outlining the Investment plan with specifications for its realisation, as an Annex to the main document (Business Plan). The workshop will be facilitated by the consultant(s), organised in a participatory manner and supported by concrete information/documentation gathered within the entire process of the Business Plan design. The final product of the workshop will be a finalised SEI Centre Business Plan document, completed for submitting to the project for funding.

The training and workshop will be organised in local language and should include internal evaluation of the participants satisfaction with the organisation and effects, as well as measuring of the gained knowledge of the participants, through the usage of pre-post-tests!

Consultant's Outputs

- Review of the documentation and inputs relevant for the project, provided by CARE.
- Field visit(s) to the targeted SEI Centre for the purpose of the detailed assessment of current state of development and capacity and establishment of the needs for improvement.
- Detailed plan for the entire consultations package – agenda, work plan, materials, tools. Finalisation of these documents in communication and agreement with CARE Project Manager and partner RGFBD.
- Delivery of the consultancy package for the recruited SEI Centre staff, as described under *Objectives and description of the task*.
- Provision of the training consultancy report to CARE Project Manager (in English 3-5 pages). Apart from the general consultancy coverage, the consultancy report will contain an Annex with the completed SEI Centre Business Plan (including the Investment plan with specifications) and a set of operational documents, materials, tools for the use by project partner in the process of the establishment of the social enterprise.

The report for CARE should be in English, while the SEI Centre Business Plan and accompanying documentation should be done in local language. The Consultant will ensure excellent quality of both written languages.

CARE's outputs

- Provide to the Consultant the project documentation relevant for the consultancy – initial and upon Consultant's request.

RGFBD

- Agree on the work plan and training/consultancy curriculum with the Consultant.
- Coordinate with the Consultant and the targeted SEI Centre throughout the consultancy period.
- Monitor the consultancy progress, assess the consultancy products, especially SEI Centre business plan.
- Provide logistical support to the Consultant necessary for the realization of the task (the travel costs for the envisaged field work should be included in the Consultants' bid).
- Undertake the payment upon the successful job completion and adoption of the outputs.

RGFBD's Outputs

- Provide the Consultants with information necessary for understanding the local context concerning the consultation task,
- Provide to the consultant the access to the SEI and other premisses that are of importance for the delivery of the consultancy task,
- Approve the detailed consultancy plan of the Consultant, together with CARE Project Manager
- Provide contacts with local stakeholders who should be included in the initial Analysis of development options for the SEI Centre (during field visit(s)),
- Provide logistics for the meetings/trainings held within this consultancy,
- Ensure participation and appropriate activity level of the project recruited SEI Centre staff in the entire process of the design of the SEI Centre Business Plan, as described above,
- Regularly collaborate with the Consultant during the whole time of engagement, provide all relevant documents for the process.

Schedule

The Consultant will be engaged for 10 working days, over the period 1th August to 15th September 2025, according to the following timetable:

Action

	Responsible	Date
Submission of the bid (electronically)	Consultant	21 th July 2025
Contract signing, initial agreements	CARE, Consultant	1 th August 2025
Deadline for realisation of the task	Consultant	by 15 th September 2025
Submission of the Consultancy report	Consultant	15 th September 2025

Payment schedule

Final payment (100% of contracted amount)	Final payment in September 2025, upon the approval of the Consultancy report by CARE
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The detailed payment schedule will be outlined in the Consultancy Contract and will be made upon the work completion and the approval of the final consultancy report by CARE. The Payment will be carried out in line with all necessary documentation as per CARE's administrative procedures (time sheets, consultancy report, etc).

Required qualification of the Consultant:

CARE invites individual experts, teams of experts, NGOs and agencies, familiar with the type of work required in the context of this consultancy, to submit their bids and present in details their expertise, experience, division of work and responsibility levels/responsible persons (in case of teams or agencies). The general requirements are:

- MA in economy or business development field.
- Excellent knowledge and previous documented consulting experience in business development. Particular expertise for the development of a social enterprise is a must!
- Excellent knowledge of the business environment in Brcko District, especially around the conditions of the local labour market. Overview of BD business stakeholders.
- Excellent understanding of the idea, aims, principles and expected results of the BD SEI Centre.
- Proven knowledge of concept and principles of supporting vulnerable and marginalized citizens for self-employment, entrepreneurship and long-term/permanent employment.
- Good knowledge of gender equality issues and its implications to business development.
- Excellent trainers' skills, knowledge and proven experience in delivering participatory trainings, business mentoring and coaching.
- Excellent written and oral knowledge of English and local languages.

Additional requirements (desired):

- Experience from previous involvements in similar activities.
- Prior experience in international donor funded projects.

The Consultant's bid/application should consist of the following:

1. Consultant's CV or portfolio, with detailed information relevant to the required qualifications.
2. Draft consultancy plan outlining the approach and tentative timeline (schedule) for the consultancy.
3. Bid – financial offer: The Consultant shall suggest a daily fee/rate in BAM per consultancy day. (All transportation, food and accommodation costs for the consultancy should be included, no additional costs for the consultancy will be allowed). There is no standard format for the bid.

THE APPLICATION- BID SHOULD BE IN ENGLISH!

The received applications will be evaluated against the below stated criteria:

REFERENCE /HISTORY (experience in similar work)	METHODOLOGY / APPROACH (appropriateness for the task)	KNOWLEDGE /SKILLS (specific for the task)	FUNDS (value for money)
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Interested candidates are invited to apply to the address:

CARE International, Balkans, Derviša Numića number 6, 71000 Sarajevo,
or to the e-mail: Halkic@care.de

Closing date for applications is July 21th, 2025, 15h

We thank to all applicants for their interest. Only the selected applicants will be contacted. For any additional information concerning the application, please contact:

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