BDSP TRAINING guidelines introduction

The Government of the Kingdom of Lesotho with the support of the African Development Bank is implementing the Promoting Enterprise Development (PED) Programme to support the promotion of MSME sector growth and development in Lesotho. A key component of the programme is to build the capacity of professional business development service (BDS) providers that will be able to provide their services to the Basotho Enterprise Development Corporation (BEDCO)’s MSME client base. As per the programme Terms of Reference, the PED team is required to carry out the following activities related to BDSP training:

* 1. identify, through open competition, 10 BDSPs (50% being women and youth owned) with at least 2 years’ experience in MSME capacity building and are available to participate in a Training of Trainers;
  2. design and develop an integrated package of business development services including appropriate toolkits and training packages suitable for MSMEs;
  3. build capacity of BDSPs using the new training packages; and
  4. facilitate dialogue and strengthen network of BDSPs by organising networking sessions to share best practices.

This report presents the guidelines and timelines for implementation of a BDSP training programme through the PED programme. The training framework has been developed following an assessment of the current BDS ecosystem in Lesotho in order meet the needs and targets of Basotho MSMEs. We have also placed an emphasis on international and regional best practice and have drawn from experience delivering similar training programmes in, Tanzania, Somalia and Jordan.

A first version of these guidelines was submitted and approved in June 2019. However following an initial round of training delivered in July and August 2019, and further to feedback received on 20th September from BEDCO, it has been agreed that the guidelines would be updated to address training gaps that have been identified. All timelines have also been updated to reflect the current status of delivery.

Implementation Roadmap

## The below diagram provides a roadmap for implementation. Stages 1-5 have been completed and initial training has been delivered under stages 6-9.

The following revised timelines are proposed for implementation.

|  |  |  |
| --- | --- | --- |
| Activity | Target Date | Progress |
| BDSP training information session | 11/07/2019 | Completed |
| Call for applications | 11/07/2019 | Completed |
| Receive applications | 19/07/2019 | Completed |
| Review applications, shortlist and invite to training | 26/07/2019 | Completed |
| BDSP Induction Session | w/c 24/02/2020 | Pending |
| **TRAINING MODULE 1.1**: How to Develop a BDS business Part 1 | 31/07/2019 | Training offered was unsatisfactory; traiing to be rerun. |
| **TRAINING MODULE 1.2**: How to Develop a BDS business Part 2 | w/c 24/02/2020 | Pending |
| **TRAINING MODULE 2.1:** SME Business Function Training | 19/08/2019 – 23/08/2019 | Completed |
| **TRAINING MODULE 2.2:** SME Business Function ToT – from concept to practice | w/c 09/03/2020 | Pending |
| **TRAINING MODULE 2.3:** SME Sector Training | w/c 23/03/2020 | Pending |
| **TRAINING MODULE 3.1:** Performance Monitoring | 19/08/2019 | Completed |
| **TRAINING MODULE 3.2:** Use of Information Management Platforms | w/c 13/04/2020  w/c 27/04/2020 | Pending |
| **TRAINING MODULE 4:** Networking Sessions | 27/04/2020  25/05/2020  29/06/2020  27/07/2020 | Pending |
| Training aftercare | March 2020 – May 2020 | Pending |
| Monitoring of BDSP performance | Ongoing | Ongoing |

BDSP Selection

BDSP TRAINING INFORMATION SESSION

To support the BDSP selection process, an information session was held at BEDCO offices on 11th July 2019. The session provided interested BDSPs with an overview of the training programme as well as the application process and responded to any questions they had. The session was also used as an opportunity to consult with BDSPs on their main training needs, so that the training delivery can be adapted to focus on their main areas of concern. The session included:

* PED programme overview and role of BDSPs in the context of the programme;
* brief overview of training programme;
* overview of application process, application form, and evaluation criteria; and
* feedback from BDSPs on their training concerns and needs.

Invitations were sent via email to BDSPs that have been consulted throughout the programme so far, and to ensure broad participation the training programme and information session were advertised in two local newspapers (see Annexes).

INDUCTION SESSION

Following the feedback received, it was indicated that some of the participating BDSPs were unclear on the training objectives. Therefore it was suggested that an induction session be held with the 20 participating BDSPs ahead of any further training in order to clearly explain the strategic objectives of the training programme. This will include:

* Overview of PED programme and role of BDSPs;
* Overview of BDS ecosystem in Lesotho;
* Detailed overview of the BDSP training programme - what has been covered to date and what is still to take place including modules and timing; and
* Q&A.

The induction session is scheduled to take place w/c 24th February 2020.

CALL FOR APPLICATIONS

Following the information session, the Application form and Evaluation Criteria (see Annexes) were made available electronically for interested BDSPs to complete and respond to. It wasalso made possible for interested BDSPs to contact the programme BDS leader or programme Team Leader by email so that any follow up questions could be clarified ahead of the application submission date.

## APPLICATION SCREENING AND SHORTLISTING

All completed applications were evaluated by the PED evaluation team, and the top 20 BDSPs were shortlisted to receive training through the PED programme. The shortlisted applications and accompanying evaluation scoring were shared with PMU for final screening and approval ahead of announcing the shortlist on 26th July 2019.

BDS Training Modules

**MODULE 1: HOW TO DEVELOP A BDS BUSINESS**

**Module 1.1: HOW TO DEVELOP A BDS BUSINESS PART 1**

## Course objective:

Through the BDS assessment it has been identified that most BDSPs in Lesotho are themselves microenterprises and as such it is crucial to support BDSPs to develop sustainable business models which are affordable to MSMEs in order to support the growth of a BDS market in Lesotho.

## Course content:

The following training was delivered in workshop format on 31st July 2019. This was a 0.5 day workshop and included the following topics:

* Understanding entrepreneurship;
* Understanding entrepreneurs;
* BDS basics: best practices and challenges;
* Intellectual property;
* developing and improving the business plans of the BDSPs including costing/ pricing/differential pricing (focus on low cost methods for MSMEs); and
* Marketing for BDSPs.

## Tools and Templates provided:

* BDS costing and pricing template.

**Module 1.2: HOW TO DEVELOP A BDS BUSINESS PART 2**

Further to the feedback received, it is suggested that additional topics be delivered to supplement the training that has been provided. A second round of this training will have to be delivered to include:

* BDS business growth strategies; and
* BDS costing – building a BDS business that is both affordable to clients and still profitable.

In the BDS costing session, More time will be spend working through the costing and pricing template that was introduced in the initial training as this is of particular concern to BDSPs.

This session will be combined with the BSDP induction session to form a day-long training session and will take place w/c 24th February.

**MODULE 2: MSME BUSINESS FUNCTION AND SECTOR TRAINING**

**2.1 BUSINESS FUNCTION TRAINING**

This business function training was delivered to BDSPs in workshop format over 5 days in August 2019, focusing on key business concepts to provide a common understanding of terminology, principles and good practices widely used by the industry. The following topics were covered:

**Business Start-Up and Planning**

## Course objective:

The first steps required to becoming an effective business support provider includes understanding how entrepreneurs operate and what their needs are; gaining an understanding of how enterprise development programmes function and understanding the cost of providing support to small businesses. This requires an understanding of terminology, principles and good practices widely used by the industry.

## Course content:

* Developing a Business Plan vs Business Model Canvassing (BMC); and
* Lean start-up Methodology;

Tools and Templates provided:

* business plan outline including financial plan;
* BMC methodology; and
* lean start-up methodology.

**Financial Management**

Course objective:

Financial resources are essential in order to establish a business, operate efficiently and ultimately reach sustainability. Using a “keep it simple” approach, in order to ensure uptake of the significant amount of terms and concepts, this session was developed to assist BDSPs to better understand the importance of securing start-up funds, approaches to developing on-going fund raising; and how to carefully manage financial resources.

Course content:

* What is financial management;
* Role of accounting and record keeping;
* Cash flow management and forecasting;
* Valuing a company; and
* Sources of financing.

Tools and Templates provided:

* cost and revenue template;
* sources of funding for small businesses; and
* lending criteria

While this is a key training area for many BDSPs, It is clear that a few of the BDSPs undergoing training through the programme are qualified and experienced finance managers. Therefore, depending on interest and/or need it may be necessary to provide more advanced financial management training to those particular BDSPs.

**Human Resources Management**

Course objective:

This training session was designed to help BDSPs better understand the basics of Human Resource Management and why it is important for businesses to effectively manage their employees.

Course content:

* Strategic Human Resource Management;
* Staff Recruitment, Motivation & Retention;
* Staff Selection and Orientation; and
* Lesotho Labour codes.

Tools and Templates provided:

* job description template;
* sample appointment letter;
* on-boarding checklist;
* checklist for handing workers’ compensation;
* sample notice of employees unsatisfactory behaviour;
* warning notice example;
* sample exit interview form; and
* termination notice sample
* Desciplinary code and procedure
* Contract of employment
* Grievance Procedure
* Retrenchment procedure

**Marketing and Customer Relations**

Course objective:

Client relationship management and having the ability to communicate effectively to both existing and potential clients is an essential business function in order to retain as well as attract clients.

Course content:

* Why Customer Relations?
* Knowing Your Client;
* Reviewing your Client Base;
* Measuring and Exceeding Client Expectations;
* Benchmarking Service Levels;
* Embracing Opportunities for Enhanced Relationships;
* Developing Strategies to Provide a Full Range of Quality Services;
* Invoicing and Collection;
* Conflict Resolution and Arbitration Services; and
* Ceasing a Client Relationship.

Tools and Templates provided:

* sample client questionnaires;
* client classification methodology, template and exercise;
* sample plan for client contact;
* gap analysis tool;
* client service matrix example;
* customer loyalty exercise
* services checklist;
* marketing quiz and
* client management indicators.

**2.2 BUSINESS FUNCTION TRAINING – FROM CONCEPT TO PRACTICE:**

The feedback from the training participants will be used to builduponbusiness function concept training and support BDSPs to practically deliver training to their clients on these concepts. The session will be held over 3 days and delivered in a train-the-trainer format, focusing on training delivery methods and techniques. BDSPs will also be supported to adapt and develop tools that meet their clients’ specific needs.

Course objective:

By applying the information covered in this session, BDSPs will have access to the adequate tools and sources to efficiently support small businesses to grow.

Course content:

* Conducting a training needs assessment to understand your client and develop training to suit their needs;
* Training Delivery Methods and Technique including games, tests, case studies and practical exercises BDSPs can use across the following areas:

1) Business start-up and planning: deciding which tool is most appropriate for clients: BMC vs business plan, SWOT analysis, exercise in time management, example BMC, example business plan etc.

2) Financial Management: templates to be shared with MSME clients, pricing games/exercises, exercises to describe financial concepts e.g. fixed/variable costs, financial management tests; case studies e.g. on separating personal and business finances etc.

3) Human Resource Management: templates to be shared with SME clients, communication exercises etc.

4) Marketing and Customer Relations: marketing examples.

Tools and Templates provided:

* MSME Training Needs Analysis Template;
* BMC template;
* Business Plan template;
* SWOT template
* Additional financial management templates e.g. cashbook, accounts receivable etc.
* Tests e.g. financial literacy test
* Various case studies
* Various exercises
* BDSP Training Session Plan
* Others as above

**2.3 SECTOR FOCUS TRAINING:**

In addition to the business function training, BDSPs have been asked to select at least 1 sector-focused training based on their key clients’ areas of specialism, across 4 sector areas. The training will cover the following

**Tourism**

* constraints and opportunities with regard to market demand, ease of entry & profitability;
* standards & compliance; and
* regulatory and institutional environment.

**Agro Processing**

* constraints and opportunities with regard to market demand, ease of entry & profitability;
* importing & exporting dynamics;
* standards & compliance; and
* regulatory and institutional environment.

**Manufacturing**

* constraints and opportunities with regard to market demand, ease of entry & profitability;
* importing & exporting dynamics;
* standards & compliance; and
* regulatory and institutional environment.

**Renewable Energy**

* constraints and opportunities with regard to market demand, ease of entry & profitability;
* importing & exporting dynamics;
* standards & compliance; and
* regulatory and institutional environment.

This training is scheduled to take place w/c 23rd March, and in preparation for this, PED team will work closely with the relevant technical colleges in Lesotho to input into the training material.

**MODULE 3: PERFORMANCE MONITORING**

**3.1 MONITORING PERFORMANCE**

Course objective:

This training module was delivered on 19th August 2019. The objective of the module was to support BDSPs to monitor the performance of the MSMEs they are supporting. From our experience one of the best ways to increase demand for BDS support is through sharing success stories, so BDSPs will be encouraged to document and track their MSMEs progress so that they can disseminate success stories and attract more MSME clients.

Course content:

* What is M&E
  + Definition of M&E
  + Why undertake M&E
  + Roles of Monitoring ad Evaluation
  + balanced scorecard
  + management information systems (MIS)
* Developing performance indicators covering:
  + Steps in selecting performance indicators
  + Criteria for selecting performance indicator
  + number and type of new customers supported;
  + number of training sessions held and number of trainees; and
  + growth of client companies (measured in jobs created or revenue where possible);
* How to measure
* Benchmarking

Tools and Templates provided:

* Performance Measurement template; and
* M&E framework template
* Information Management Systems (VBI platform)

**3.2 USE OF IMFORMATION MANAGEMENT PLATFORMS**

In addition to the training provided, BDSPs will be trained on the use of information management system platforms that is currently being used under the project which include performance monitoring functions such as the BPC portal and Virtual Business Incubator.

**MODULE 4: NETWORKING AND LESSON SHARING**

Course objective:

This will be a series of practical modules to support BDSP networking and lesson sharing. It is anticipated that these will be held over the course of PED programme and will involve at least 4 short workshop sessions.

Course content:

A first session was delivered on introduction to pitching and marketing, where BDSPs were encouraged to pitch their services to one another.

Tools and Templates provided:

* list of ICT Tools for networking
* methodology for pitching to clients

Further Training:

1. Lessons Sharing: BDSPs will share lessons among themselves on how they have put into practice training received. Where there are any clear gaps in terms of performance we may decide to provide additional Training. This session can also be used as an opportunity for BDSPs to identify potential areas for partnership or collaboration, and to provide best practice on strengthening BDS associations.

2. Pitching to MSMEs: Session where BDSPs will be asked to pitch/market their services to a group of entrepreneurs. This will enable them to put their pitching training into practice.

3. Pitching to Public Sector: Session where BDSPs will be asked to pitch their services/benefits of BDS to public sector.

4. Lessons Sharing: Wrap up Lessons Sharing workshop where BDSPs will be supported to develop/present their sustainability and scaling up plans.

BDSP TRAINING AFTERCARE

As a follow up to the training activities detailed in the guidelines, aftercare services will also be provided to participating BDSPs. The main objective of the aftercare will be to support BDSPs to address any particular skills gaps, or any other challenges that BDSPs may face during the course of their training provision to MSMEs.

The aftercare support will only be provided on a needs basis and where appropriate or feasible.

Requests for additional support by BDSPs will be logged through the Virtual Business Incubator (VBI) (which is currently in development). The VBI Manager will then communicate these requests to the PED Team Leader to take appropriate action. The first option will be to direct the BDSP towards the required level of support on the VBI and advise the BDSP on how best to access and implement the relevant support. If additional material, training or online resources can be identified by the PED Team, these will be shared with the BDSP/s involved. The second option would be to identify another BDSP, coach or mentor that would meet the needs of the MSME that is receiving training, and to attach that BDSP, coach or mentor to address those needs. The two options shall relate to a situation where there are isolated BDSP queries. In a situation where there are similar queries coming from many BDSPs, PED will consider a group re-training session.

Where PED can be of assistance, support will be provided electronically. If additional material, training or online resources can be identified, this will be conveyed to the BDSP.

proposed bdsp trainers

Sample profiles of identified experts that will be available to provide training to BDSPs are provided below:

**Toby Philpott – BDS ToT Expert**

Toby Philpott is an enterprise development consultant with more than 25 years’ experience supporting SMEs and Business Development Services providers. He has in-depth experience in capacity building and training business support organisation staff, as well as providing advisory services to SMEs and clusters directly, including working on SME-focused technical assistance projects to develop the capacity of potential and existing SME owner-managers (including textiles, agricultural and manufacturing-related). He also has solid experience in delivering training to Business Development Service providers on a range of business development topics, including competitiveness modelling, value chain analysis, training design and delivery and counselling to SMEs.

**Richard Phillips – BDS ToT Expert**

Richard has more than 27 years of professional experience in the private sector, of which more than 17 years in international consultancy within SME environments in developing countries and emerging economies. He has worked with various Business Support Organisations and Business Intermediary Organisations to help them develop improved services and support for members, especially SMEs. Among other things he created and trained staff within a marketing department in the first Business Centre in the Ukraine; designed and delivered a post graduate course in marketing at a private business college in Poland; has developed business incubation programmes for “start-up” SMEs in Ireland, Hungary, Thailand, Viet Nam, Egypt, Turkey, Palestine etc and has developed technology transfer programmes for the development of SMEs in Thailand and Turkey. He has a strong background in developing and implementing marketing strategies and programmes and advising businesses on marketing strategies.

**Christian Berthueil – Communications Skills and Client Relationship Training Expert**

Christian holds a degree in Economics and a Masters in Business Administration. He has 40 years of experience in team management, audit, communication coaching and client relationships. He has been a trainer for European Institutions for more than 5 years on communication skills and techniques.

**Nsangu Siwale** – **BDS Expert**

Nsangu Siwale has over 12 years’ of experience as a Business Development Services consultant and micro-finance expert. Most recently Nsangu was a senior Business Development Services consultant on the AfDB Africa SME programme, contracted to provide Technical Assistance to eSwatini Development Finance Corporation (FINCORP) and support in establishing a Business Development Services (BDS) Department, supporting the development and implementation of the Business Development Strategy, and Building Capacity of FINCORP Staff in Business Development Services subjects. From 2016 to 2018, Nsangu was a BDS expert on the EIB Microfinance Lending Operations to the Southern Africa MF/MSE Funds project. The project aimed at building capacity of MSMEs through provision of various Financial Literacy and Business Development Services (BDS), as well as facilitating Access to Finance (A2F) for MSMEs. Amongst other projects, Nsangu has recently worked on the Zambia Green Jobs programme as an ITC Access to Finance consultant, Broad-based Wealth and Job Creation in Zambia (Economic Empowerment through MSME Development) programme and Graca Machel Trust – Women Creating Wealth (GMT-WCW) programme as a mentor and business coach. Focus areas of the projects included planning and coordinating capacity building and training activities, preparation of training materials, mobilizing participants, stakeholder mapping, brokering and managing collaborations with stakeholders and partners, training needs assessments, delivery of trainings, one-on-one mentoring and coaching of SMEs and helping SMEs with credit applications.

**Rose Mageza – Business Coach and Mentor**

Rose Mageza is a business coach and mentor with experience supporting micro, small and medium enterprises (MSMEs) to grow and develop; linking MSMEs to business opportunities; and assessing new venture opportunities for MSMEs. She is an accredited Trainer, and the Founder of an enterprise development training academy where she is responsible for developing learning programmes and ensuring quality management systems.

Rose has particular expertise in the hospitality sector; from 2011-2016 she managed a Guest House in South Africa and then went on to develop and facilitate hospitality training in accommodation and food and beverages services.

**Lisa Olufemi – Financial Training Design and Delivery Expert**

Lisa is a Fellow of the ACCA with over 9 years audit experience, mainly dedicated to assignments for international funding institutions. As an accredited trainer, she has delivered and facilitated courses for international donors as well as designing and delivering training sessions within BDO to new recruits and peers.

**Guido Peiffer – Financial Management Training Expert**

Guido holds a degree in International Business Management and a Masters in Finance and Accountancy. He is an experienced finance professional with more than 20 years of experience in the private sector. He has been an accredited trainer for donor institutions since 2013 and is also a lecturer at the EPHEC Business School. He delivers courses in finance, accounting, risk management and financial viability.

**Jill Sawers – Entrepreneurship and Innovation Expert**

Jill Sawers in an entrepreneurship and innovation expert with more than 25 years’ experience designing and implementing programmes to stimulate innovation and entrepreneurship in various developing and emerging countries including, South Africa, Namibia, Mozambique and Tanzania. Jill currently works as an Advisor to World Bank’s InfoDev programme, some of her work has involved providing technical assistance to an incubator in Tanzania which caters for ICT growth entrepreneurs, and designing and piloting a support programme for women entrepreneurs in Laos. Jill also leads a women-focused entrepreneurship consulting firm, and has developed a participant-centred training programmes for women growth-aspiring entrepreneurs, which includes a train-the-trainer component providing licensing to the certified trainers. This has involved implementing a support programme for women entrepreneurs in Tanzania, focused on moving women in technology-enabled businesses onto a growth path. Jill is based in South Africa and holds a PhD in Technology Management, with the title of her thesis being: How SMEs can influence the successfulness of a partnership with a large company in the technology innovation sector.

**Alex Valeta – Agriculture Development, Tourism and Enterprise Development Expert**

Alex Valeta is an agriculture development, tourism and enterprise development expert with 30 years of experience in providing business development support to smallholder farmers, agricultural support institutions, MSMEs in the hospitality and tourism sector, and tourism associations. Recently he was engaged to develop a National Dairy Development Programme in Zambia which aimed to transform Milk Collection Centres into fully-fledged Dairy Business Hubs that provide value added services other than the consolidation of smallholder farmers’ milk, including access to feed, veterinary drugs, supplements and other business development services (BDS). He was also recently engaged as a Tourism Advisor on a USAID funded project where he provided capacity building and training of tourism entrepreneurs and associations in customer care, marketing, financial management, operations in addition to market access technical assistance. This also involved providing technical assistance in organizational development to the Tourism Council of Zambia, Hotel Catering Association of Zambia and Travel Agents Association of Zambia. Alex is based in Zambia and is pursuing an MBA.

Summary of outstanding training

## The below schedule provides an overview of the training still to be delivered along with timelines for training content production and training delivery.

|  |  |  |  |
| --- | --- | --- | --- |
| **Training** | **Content** | **Content to be shared with BEDCO** | **Delivery** |
| BDSP Induction Session | * Overview of PED programme and role of BDSPs; * Overview of BDS ecosystem in Lesotho; * Overview of the BDSP training programme – what has been covered to date and what is still to take place including modules and timing; * Next steps following training; and * Q&A.   Duration: ¼ day | 27th January | w/c 24th February 2020  (combined session) |
| Module 1.2 How to Develop a BDS Business | * BDS business growth strategies; * BDS costing session – building a BDS business that is both affordable for clients and still profitable.   Duration: ¾ day | 3rd February |
| Module 2.2 Business Function Training – from concept to practice | Course content:   * Conducting a training needs assessment to understanding your client and develop training to suit their needs; * Training delivery methods and techniques including games, tests, case studies and practical exercises BDSPs can use to support SMEs across the following topics: Business Start-up and Planning, Financial Management, Human resource Management, and Marketing and Customer Relations.   Duration: 3 days | 17th February | w/c 9th March |
| Module 2.3 Sector Focus Training | **Tourism**   * Overview of the sector; * Top challenges faced by SMEs in the sector e.g. standards, regulatory/institutional environment, profitability; and * How BDSPs can help clients overcome these challenges.   Duration: 1 day | 2nd March | w/c 23rd March |
| **Agro Processing**   * Overview of the sector; * Top challenges faced by SMEs in the sector e.g. importing/exporting dynamics, standards and compliance, and the regulatory environment; and * How BDSPs can help clients overcome these challenges.   Duration: 1 day | 2nd March | w/c 23rd March |
| **Manufacturing**   * Overview of the sector; * Top challenges faced by SMEs in the sector e.g. standards & compliance and importing and exporting dynamics; and * How BDSPs can help clients overcome these challenges.   Duration: 1 day | 2nd March | w/c 23rd March |
| **Renewable Energy**   * Overview of the sector; * Top challenges faced by SMEs in the sector e.g. standards & compliance and importing and exporting dynamics; and * How BDSPs can help clients overcome these challenges.   Duration: 1 day | 2nd March | w/c 23rd March |
| Module 3.2 Performance Monitoring | * Use of information management system platforms we are using i.e. VBI   Duration: 2 x ½ days | 23rd March | w/c 13th April  w/c 27th April |
| Module 4: Networking Sessions | 1. Lessons Sharing: BDSPs will share lessons among themselves on how they have put into practice training received. Where there are any clear gaps in terms of performance we may decide to provide additional Training. This session can also be used as an opportunity for BDSPs to identify potential areas for partnership or collaboration. 2. Pitching to MSMEs: Session where BDSPs will be asked to pitch/market their services to a group of entrepreneurs. This will enable them to put their pitching training into practice. 3. Pitching to Public Sector: Session where BDSPs will be asked to pitch their services/benefits of BDS to public sector. 4. Lessons Sharing: Wrap up Lessons Sharing workshop where BDSPs will be supported to develop/present their sustainability and scaling up plans.   Duration: 4 x ½ days | 6th April | w/c 27th April  w/c 25th May  w/c 29th June  w/c 27th July |
| Training aftercare |  |  | May 2020 – July 2020 |

annexes

**PROMOTING ENTERPRISE DEVELOPMENT**

**Call for Application**

**Business Development Services Providers Training Programme**

The Government of Lesotho, supported by the African Development Bank is implementing the Promoting Enterprise Development Programme (PED) to support the promotion of enterprise development in Lesotho. A key component of the programme is to build the capacity of professional Business Development Service Providers (BDSPs) to provide their services to the Basotho Enterprise Development Corporation (BEDCO) MSME client base.

As you are probably aware, BEDCO is in the process of changing its mandate to make use of qualified BDSPs to provide training to MSMEs. This course is suitable for all BDSPs that are interested in developing their skills in enterprise development and want to be part of BEDCO’s BDSP Network. This is an open call for application (see below), but training will be limited to only 20 participants based on the quality of your application. You are also welcome to share this application form with anyone else you think might be interested.

**Training Description**

The training will provide in-depth, face-to-face BDS training suited for adult and experienced learning. The main target audience is BDSPs with a preference for persons/organisation operating in the agriculture, manufacturing, renewable energy and tourism sectors. A wide spectrum of subjects including the following will be covered:

**Module 1: How to Develop a BDS Business**

* Improving your BDS Business Plan
* BDS Costing (focusing on low cost methods for MSMEs)
* BDS Pricing
* Marketing and Strategy & Customer Identification

**Module 2: Technical Training-of-Trainer on MSME Growth and Development**

* Business Start-up and Planning (business model canvassing, lean start-up)
* Financial Management
* HR Management
* Marketing and Customer Relations
* Sector Focus Training (Tourism, Agro processing, renewable energy, Manufacturing)

**Module 3: Performance Monitoring**

* Developing Performance Indicators for MSMEs
* Performance Monitoring and Evaluation of MSME growth

**Module 4: BDSP Networking**

* Pitching to MSMEs
* Leveraging resources across BDSPs and lesson sharing

**Eligibility Requirements**

The selected training participants should be Basotho nationals and possess:

* at least 2 years’ experience in MSME capacity building; and
* availability to attend up to 10 days training between 31st July and 15th December 2019 (the training schedule will be shared with shortlisted applicants).

**Training Fee**

A nominal fee of 300 Maloti (M300) will be charged up front for the course to cover training material and refreshments for the duration of the training course. Please note that no exceptions will be made. Those who require a formal invoice or invitation should give an indication. Please use your name or company as reference when making any payments.

**Accommodation**

All training will be delivered in Maseru and participants will be expected to cover their own accommodation costs.

For more information please feel free to contact us at: ([t.shava@bedco.org.ls](mailto:t.shava@bedco.org.ls)) and copy ([leon@incubationinstitute.com](mailto:leon@incubationinstitute.com)).

**Submission Requirements**

Interested participants are hereby invited to submit applications using the form provided below.

Applications should be submitted by email to [leon@incubationinstitue.com](mailto:leon@incubationinstitue.com), with ‘**PED BDS Training Application’** in the email subject line.

The deadline for receiving applications is 19th July 2019 and shortlist notifications will be made available on 26th July 2019.

Only those applicants which have been shortlisted will receive notification. No debrief will be provided to applicants which have not been shortlisted.

**BDSP Training Application Form**

|  |  |
| --- | --- |
| **Participant information**  Title:  Surname:  First Name:  Date of Birth:  Gender:    Nationality1:  Organisation:  Role/Designation within Organisation:  Email address:  Mobile Number:  Special dietary requirements if any: | |
| **Highest Qualification**  Year; Institution & Degree |  |
| **Your Business**  **Please describe what type of MSME support activities you are engaged in and how many years you have been in operation.**  **Please provide an overview of your current client and revenue base.** | |
| **Business Plan: (**Please give us an overview of your business plan, describing your core business objectives and goals, target customers and financial forecasts where relevant) | |
| **Experience: (**Please provide us with some background on your experience and specifically in supporting MSMEs in the agriculture, manufacturing, renewable energy or tourism industries.)  Please include your CV, and examples of training material developed (if available) as an attachment to your email application.) | |
| **Motivation for participation in the BDSP Training** (Why would you like to attend and what are your expectations from this training?) | |
| **Training requirements** (Please list any specific needs you may have or want addressed during the training. We will endeavour to accommodate your needs.) | |
| **Candidates Commitment**  I undertake to participate in all the activities of the BDSP Training. I acknowledge that I will be expected to participate in a group where openness, transparency and collaboration are key.  **Signature : Date:** | |
| **Please submit to:** [leon@incubationinstitue.com](mailto:leon@incubationinstitue.com)  **By no later than:** 19th July 2019 | |
| **Notes:**  **1. Applications are restricted to Basotho citizens** | |

**Evaluation Criteria**

The evaluation team will evaluate applications according to the following criteria:

|  |  |
| --- | --- |
| **CRITERIA** | **Maximum Weighting** |
| **Role/Designation within organisation** | **15** |
| **Qualification** | **10** |
| **Your Business** | **65** |
| BDS Provider | 10 |
| In operation with revenue/clients | 20 |
| Experience in Priority Sectors | 15 |
| Years of Experience <1year (10) ; 1-2years (15) ; 3yrs+ (20); | 20 |
| **Motivation** | **10** |
| **Gender** | **+10 points 1** |
| **Age** | **+10 points 2** |
| **Commitment/Payment** | **Pass or Fail** |
| Notes:  1. BEDCO and PED are particularly interested to increase the number of women owned BDS providers, therefore 10 additional points will be given to women applicants.  2. BEDCO and PED are particularly interested to increase the number of youth owned BDS providers, therefore 10 additional points will be given to applicants between the ages of 18-35. | |