**Technical Proposal for Provision on Entrepreneurship Training**

**SUBMITTED TO: Ethiopian orthodox Church Development and Inter Church Aid Commission (EOTC-DICAC/RRAD)**

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**ADDIS ABABA**

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**July 2022**

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# **I. Introduction**

Entrepreneurship training is a structured program that aims to equip participants with the necessary skillset and mindset for identifying and launching new business ventures. Opportunities are created by Government, NGOs, and other institutions which are providing training for small business entrepreneurs in Ethiopia. Ethiopian Orthodox Church Development and Inter Church Aid Commission (EOTC-DICAC/RRAD) is actively seeking ways and means to promote small business entrepreneurs. The issue of small business entrepreneurs is becoming increasingly popular across the country. Small business entrepreneurs are not only necessary for their economic survival but also for strengthening the social system. These small-scale entrepreneurs have a great capacity to alleviate unemployment and contribute to the economic growth of the country.

Vulnerable refugees are increasingly required to have entrepreneurship skills and abilities which will increase their employability and engage in income generation activities as per the organization’s self-reliance approach. Entrepreneurial training provides individuals with the ability to recognize commercial opportunities, self- esteem, knowledge and skills to act on them. It includes instruction in opportunity recognition, commercializing a concept, managing resources, and initiating a business venture. It also includes instruction in business disciplines such as management, marketing, information systems and finance.

EOTC-DICAC/RRAD is implementing GBV and livelihood programs in collaboration with the act for peace for urban refugees since 2015. In this important intervention, survivors of gender-based violence and vulnerable urban refugees are engaged in different skill training to help them engage in income generation activities as per the organization’s self-reliance approach. In this proposal, Maxbridge Education and Development Consultancy outlines contents, and identify trainers’ requirements and schedules training on entrepreneurs for hairdressing, photography, tailoring and fashion design, mobile maintenance, and food preparation. to assist the EOTC-DICAC/RRAD in achieving the objective of improving the living condition and better access to social services of entrepreneurs. In providing this training, we aim at enabling trainees to realize the necessity of accounting and marketing as forming the core of any business.

Small business entrepreneurships have not been able to contribute substantially as needed to economic development. The majority of the small-scale entrepreneurships face a number of constraints like lack of capital, technical and managerial know-how, and a lack of access to credit, markets, raw materials, and services necessary to improve their income and standard of living. These problems are still major handicaps to their development. Lack of adequate finance and credit has always been a major problem for Ethiopian small business operators. Small-scale units do not have easy access to the capital market because they are mostly organized on a proprietary partnership basis and are very small in size. In general, they do not have access to sources of finance. In addition, small-scale operators difficult to get raw materials of good quality and at cheaper rates in the field of production. Small business operators’ promotion in Ethiopia is facing severe constraints on the government front.

Setting up a small enterprise is an exciting experience but often involves multiple challenges. Lack of proper marketing and record keeping are from the multiple challenges. Owners have to know and plan to counter in order to grab the flying dream of their. Don’t let your accounting or marketing be one of them. Accounting serves a fundamental role in businesses of all types, from multinational corporations to nationwide chains to mom-and-pop neighborhood stores. Financial decisions rely heavily upon having up-to-date accounting information. Efficient bookkeeping and financial controls allow businesses to run smoothly, and similarly, enable growth. To implement sound business performance, an entrepreneur must have basic knowledge of bookkeeping.

In an economic climate that encourages and nurtures small business operators, a significant number of individuals are flowing into the business and becoming their own business in our country. It seems, therefore, quite natural that training is designed to equip small business operators with the basic skills of starting and operating a business for they will be the future owners of these firms. More specifically, the training aims to help small business operators to understand more about the entrepreneurship skills in setting up and running a small enterprise. It includes the role, characteristics, business plan, marketing strategy, opportunities, and challenges as well as types of the business sector of small business operators. Entrepreneurship training aims at empowering urban refugees to create employment opportunities and to enable these people to start the small and medium enterprises.

**Contents of the Training in Entrepreneurship**

**1. Basic Concepts of Small Business Entrepreneurship**

* 1. Types of Small Business entrepreneurship
  2. Characteristics of Small Business entrepreneurship
  3. Role of Small Business entrepreneurship
  4. Entrepreneurial marketing

2. **Opportunities and Barriers to Small Business Entrepreneurship**

2.1 Problems in Ethiopia for Small Business entrepreneurship

2.2 Small Business Failure Factors

2.3 Opportunities for Small Business entrepreneurship

**3. Business Plan for Small Business entrepreneurship**

3.1 Generating and Developing Business Idea

3.2 Preparing Business Plan

**4. Marketing Strategy for small business entrepreneurship**

4.1 Marketing Concept

4.2 Marketing Segmentation

4.3 Designing a proper marketing mix i.e., product/ service, price, promotion, and distribution

4.4 Marketing strategy and competitiveness

This training is significantly important to share skills among learners in a formal or informal situation. The learning situation is facilitated by a trainer. Training brings a behavioral change and should be demand-driven and based on training needs assessment. Therefore, the training should encompass Attitude, Skills, and Habits (ASH). Our training should influence the achievement of desired attitudes towards learners’ improved performance in the area of small business activity.

# **III. OBJECTIVES**

The overall objective of this consultancy work is to provide quality short-term training in areas of entrepreneurship skills in line with objectives, content, training methodology, target group, assessment, and duration of the training to urban refugees for hairdressing, photography, tailoring and fashion design, mobile maintenance, and food preparation. The training enables urban refugees in small business entrepreneurship to develop a feasible business plan.

The specific measurable objective of this consultancy work is to carry out entrepreneurship sills training for the right holders:

* To increase the capacity of small business operators in the business engagement.
* Equip the trainees to better predict the ups and downs of their businesses and make more informed decisions, which will keep enterprises healthy and growing.
* To increase the bargaining power of these business operators in any form of market structure
* To help small business operators to understand the types of Small Business and Marketing entrepreneurial marketing
* To identify the basic role and characteristics of small business operators
* To enable the trainees to prepare their own business plan
* To recognize different components of a given business plan
* Explain what is entrepreneurial marketing
* To discuss and understand marketing strategy
* To encourage self-employment tendencies
* To encourage the spirit of self-employment among refugees and develop small and medium enterprises.

# **III. SCOPE OF THE WORK**

The purpose of this consultancy work is to provide short-term training for small-scale operators. The result of training will benefit the small business operators for hairdressing, photography, tailoring and fashion design, mobile maintenance, and food preparation. To build the capacity of urban refugees, the consultant firm will address urban refugees. EOTC-DICAC/RRAD operate in five liaisons’ offices, namely the Shire for Eritrean refugees, the Assosa for the South Sudan, Sudanese and other minority refugees, the Gambella for the South Sudanese refugees, the Melkedida for the Somali refugees, and the Jigjig for the Somali refugees.

In general, the scope of work ranges from training need assessment to the development of the training material. Specifically, it involves the following three consecutive activities.

1. Developing technical and financial proposal
2. Conduct desk work:

1. To review the existing training need assessment

2. To identify training materials that need that require revision and upgrading

3. To determine the level of training related to urban refugees

4. To consult with the training unit of small business operators of urban refugees on the priority, content, duration, methods, and, techniques of training.

1. Based on the findings of the desk work, the consultant will commence the development of the training material.

***Limitation of the scope of work:*** It is indicated in the advertisement for tender, the scope of work is not comprehensive and would not provide useful insight for preparing the technical proposal. However, it is also prudent to realize that to get a full understanding of all issues in the scope of work. There is a need for the consulting team would need to work very closely EOTC-DICAC/RRAD experts to refine the scope and methodology in developing a reality that can be implemented within 5 days period suggested in the advertisement tender. Some of the issues to be discussed before developing a detailed protocol include:

* Existing training needs assessment;
* The number of topics for upgrading and rewriting;
* The level of training; and

Determining specific material development procedures and quality assurance systems, particularly with the roles of the EOTC-DICAC/RRAD training

# **IV. Approach and Methodology**

We plan that the consultant involves three major tasks: (i) Preparation of Training, (ii) Provision of Training, and (iii) Training Evaluation Method

**(i) Preparation of Training manual:** Developing training material involves identifying the training objectives and a brief outline of the information, creating learning examples and exercises that will provide opportunities for practice using the skills and knowledge.

The manual will be prepared **in the Amharic language**. The actual training will be delivered in the **Amharic language** depending on the need. To develop effective training materials (manual), the consultant follows good design training materials for training programs.

***a) Set Learning Objectives for Training Material***

Learning objectives are central to designing a training course. These define what a learner is expected to know, understand, or do as a result of a training program. Training objectives should be well thought through and clearly stated before designing training materials:

* Training material is planned, structured, and designed to achieve specific learning objectives.
* Learning objectives help understand what knowledge and skill areas will be the focus of training.
* Objectives help understand what resources the trainer should use to help participants accomplish the learning objectives.
* Learning objectives are broken down into smaller action items to design training material.

***b) Develop a training plan.*** A plan is an overview or outline of how training will be approached. It typically includes the training program schedule, key learning objectives, and a list of the available resources. Estimate how much time to spend on each learning objective. This will assist in the development of training materials and ensure that equal time is devoted to concepts of equal importance.

***c) Create a list of necessary training materials.***

***d) Write an explanation of core skills to be learned***

***e) Integrate visual elements.***

***f) Incorporate case studies.***

***g) Establish an assessment component.***

Training materials are a necessary part of any program or activity that involves knowledge acquisition and retention. The best approach to developing instructional materials is to start by examining the training plan and available resources. Depending on the learning objectives and length of the training program, training materials.

**(ii) Provision of Training:** Training is provided as part of human capacity building. Its purpose is to provide practical professional skills and experience for participants in the area envisaged. It is therefore, believed that participants of the training (professionals) will gain practical skills and lessons of experience at the end of the training.

Traditional types of training methods are exactly as named traditional. Instead of engaging learners by being innovative, creative, fresh, and lightweight, they are old. It’s not just the training materials rather it’s the training method. Nowadays, the variety of training methods can seem overwhelming. Therefore, we compiled a list of the best types of training methods for trainees. Most training methods target more than one learning style, whereas some focus on one particular style.

To choose a training method, we analyzed your training needs from two perspectives

**A.** The goal of your training program. Different types of training fit different purposes (ex. coaching is perfect for teaching leadership, emotional intelligence, or change-management skills.)

**B.** The audience for training (based on age, level of education)

Under this training, the following training methods are selected based on purpose and the trainees for training;

**A. Case Study**

This type of training is great for developing critical thinking, problem-solving, and analytical skills. The scenarios can be real or imaginary, but in the context of training, they all illustrate situations at work.

Learners read the case studies and then analyze and solve them individually or in a group. Some solutions might be better than others, depend on assumptions, and be either optimal or the best possible given the circumstances. Although case studies allow you to learn at their own pace, they’re most useful for less complex topics.

**B. Interactive Training**

Anything interactive has the potential to grab our attention. And training is no different! That’s why interactive training is highly engaging and effective. Learners absorb more information, retain it faster, and recall it for longer periods of time.

The success of interactive training comes from being practical rather than theoretical. So, employees learn by applying knowledge in a realistic setting. Here are two examples of interactive training:

**Game-based training**. Using rewards like points increases motivation levels, and this type of training can make learning fun.

**Roleplaying.** A facilitator manages the process of acting out different work scenarios with the learners. It’s especially effective for client or customer interaction training as it explores difficult situations in a controlled environment.

**(iii) Training Evaluation Method,** it refers to an attempt to obtain relevant information on the effects of a training program. It is considered an essential aspect of a training event to be able to reflect, analyze, and improve its effectiveness and efficiency.

The primary objective of evaluating this training program is to develop an understanding of whether it has achieved its stated objectives. Like other training evaluation methods and tools available that small business operators can use to evaluate and significantly improve the outcome of future training as well.

**The importance of training evaluation**

* Training evaluation brings in greater accountability by ensuring that training programs comply with all the competency gaps and that there is no compromise on deliverables.
* Evaluation of training programs also acts as a proper feedback mechanism for the trainer and the overall training process.
* A successful training evaluation works as a checkpoint to ensure and measure the effectiveness of training.
* A well-laid-out training evaluation process helps to bring greater accountability by ensuring the end objectives of training met

There are several types of training evaluation methods to measure the effectiveness of small business operators’ training. To evaluate any training, it is important to choose the right evaluation methodology for your training program. However, training without evaluation wouldn’t really be effective. The consultant selected **formative and summative training evaluation methods**. A thorough evaluation can get the best insight into the drawbacks of your training. So, it is also important to know how to assess a training program both while it’s being developed (formative evaluation), and after it has been delivered. (Summative evaluation)

Training evaluation basically helps organizations with the discovery of training gaps and opportunities in training them. The process of training evaluation boosts trainees morale, helps improve overall work quality, and is essential to overall training effectiveness.

***Table 1. Participant Registration***

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| S.no. | Full Name | Educational Level | Educational Background | Business Sector | No. of years in the business | Attained Related Training (if any) |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |
|  |  |  |  |  |  |  |

# **V. Jointly Work and Write this Proposal with another consultant**

Maxbridge Education and Development S.C provides consultancy as well as training in the areas of providing training, training impact assessment, baseline study and Project Preparation and Management. We have written with Merit management consultant and jointly work this project. As the consultancy and training assignments of our clientele might need the intervention of entrepreneurship professional and practitioners’ teams, we have a standing agreement of cooperation with the Merit Management Consultant which has more than 17 years’ experience in consultancy and training areas.

# **VI. Organization and Staffing**

Maxbridge Education and Development firm jointly with Merit Management Consultant have organized our staff in a way that ensures timely coverage of the EOTC-DICAC/RRAD training. Ato Hassen Teshome, the partner of the Company, is responsible for the overall coordination of the assignment, All the six staff members are masters’ degree and Ph.D. holders in Economics, Finance, and MBA. All the team leaders have more than ten years of experience.

***Table 2. TEAM Composition and Task Assignments***

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **Professional Staff** | | | | | |
| R. No. | Name of Staff | Firm | Area of Expertise | Position Assigned | Task Assigned |
| 1 | Hassen Teshome | Maxbridge Education & Development S.C | Principal Management & Finance Consultant | Project Coordinator  and Team Leader | Overall supervision of the work, preparation of materials, responsible for institutional arrangements with Client, follow-up of the overall activities of each team |
| 2 | Muhaba Muhammed | Merit Management Consult | Principal Management & Finance Consultant | Team Member | Providing training in entrepreneurship skills |
| 3 | Abate Zewdu | Maxbridge Education & Development S.C | Principal Social Expert | Team Member | Providing training in entrepreneurship skills |
| 4 | Anwar Yimam | Maxbridge Education & Development S.C | Management Expert | Team Member | Providing training in entrepreneurship skills |
| 5 | Mahir Jibril | Maxbridge Education & Development S.C | Senior Management Expert | Team Member | Providing training in entrepreneurship skills |
| 6 | Amare Adugna | Merit Management Consult | Principal Management & Finance | Team Member | Providing training in entrepreneurship skills |

# **VII. Deliverables**

The following should be delivered in hard and soft copies by the consultant to the EOTC-DICAC/RRAD.

* Training Manual on entrepreneurship which is the compiled training material and reference document to each participant.

Training Manual Content consists

* Basic Concepts of Small Business Operators
* Opportunities and Barriers to Small Business Operators
* . Business Plan for Small Business Operators
* Marketing Strategy for small business operators
* Presentations delivered in the training.
* Inception report after the training that comprises the delivered courses, the achieved outputs against the set objectives, knowledge and skills transferred, what to be done as follow up of the training, questions, answers given, discussion and conclusion.

# **VIII. Work Schedule (Action Plan)**

Our firm plans to complete this project within 5 days (25/07/2022-29/07/2022) with utmost quality and entertaining comments from the selected and key stakeholders arranged by the client. The start date will be negotiated with the client depending on the time this project may be awarded to our firm. But tentative timeframe and work schedule is set hereunder.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| Activity /Deliverables | Day 1 | Day 2 | Day 3 | Day 4 | Day  5 | Day  6 | Day  7 |
| The signing of the contract |  |  |  |  |  |  |  |
| Submission of the action plan |  |  |  |  |  |  |  |
| Providing Training |  |  |  |  |  |  |  |
| Submission the of first draft report |  |  |  |  |  |  |  |
| Submission of the final draft |  |  |  |  |  |  |  |

# **IX. Training Schedule**

The training session is planned to be undertaken from Monday (25/07/2022)- to Saturday (29/07/2022) of week. 40 trainees are divided into 2 rooms. Five trainers (for each day) will participate in conducting the training.

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| Day | Time | | | No. of The Trainee | Training Subject | |
| Day | Morning | Afternoon |  |  |  |
| 1 | Monday | 8:30-12:00 | 1:30-5:00 | 40 | 1 | Basic Concepts of Small Business Entrepreneurship |
|  |  |  |  |  |  |  |
| 2 | Tuesday | 8:30-12:00 | 1:30-5:00 | 40 | 2 | Opportunities and Barriers to Small Business Entrepreneurship |
|  |  |  |  |  |  |  |
| 3 | Wednesday | 8:30-12:00 | 1:30-5:00 | 40 | 3 | Business Plan for Small Business entrepreneurship |
|  |  |  |  |  |  |  |
| 4 | Thursday | 8:30-12:00 | 1:30-5:00 | 40 | 4 | Marketing Strategy for small business entrepreneurship |
|  |  |  |  |  |  |  |
| 5 | Friday | 8:30-12:00 | 1:30-5:00 | 40 | 5 | Marketing Strategy for small business entrepreneurship |

**X. COMPANY PROFILE**

**10.1 Background and Key personnel**

Our Company, Maxbridge Education and Development S.C, is a corporate company registered with the Trade Bureau of Addis Ababa City Administration and obtained the Trading License for economic, development, business, and investment consultancy as well as short term training. Maxbridge Education and Development S.C is also registered with the Ethiopian Revenues and Customs Authority for VAT and TIN.

It is established with the objective and being capable of delivering consultancy services such as baseline assessment, training impact assessment, developing manuals & guidelines, designing organizational structures, operational & financial systems, conducting feasibility studies, surveys & research, developing plans, monitoring, and evaluation mechanisms, project ideas, identifying entrepreneurial areas & new methods of operations, conducting training & other staff development activities and providing advisory services on tax compliance, investment, internal audit, control, and accounting systems. Our main or focal areas include strategic management, financial, marketing, procurement, operational, human resource, management information system, project management as well as entrepreneurship.

**10.2 Our Firm Experience**

We unveil the relevant strengths and skills to undertake the proposed assignment. We highlight these key strengths below. To meet the assignment's requirements, we have identified a high caliber and very experienced team that bring together a diverse and strong range of experience. We have planned to involve a team consisting of four highly qualified personnel with diversified disciplines, as shown in the forthcoming Tables. Most of the team members have Ph.D. holders in Finance and Business Administration. In addition, three of the members are members of the Accounting and Auditing Organization for the Islamic Institution of Bahrain.

The members of the team have a diversified experience and exposure to various systems and environments. The members are well acquainted with the public, the non-governmental as well as the private sector. Each member has a minimum of eleven years of experience. Once deployed, we are also able to draw strength and depth of resources as we are capable of locating and deploying qualified and experienced staff as required in any focal area to provide ongoing logistical and backstopping support to the field team as necessary, and to direct and manage our assignment in a manner which ensures that all outputs are of the highest quality.

**A) Consultancy**

|  |  |
| --- | --- |
| Assignment name:  A quick assessment of ACSI’s existing microfinance products and current practices, challenges and opportunities for interset free financing and saving products in the context of window-bas delivery model of operational areas | Approx. value of the contract :  ETB 300,000 |
| Country: Ethiopia  Location within country: Amhara Region, South Wollo and Oromo Zones | Duration of assignment (months):  15 days |
| Name of Client:  Mercy corps | Total No of staff-months of the assignment:  2 staff for 15 days |
| Address:  Adiss Ababa | Approx. value of the services provided by your firm under the contract (in current US$ or Euro):  ETB 300,000 |
| Start date (month/year): April 1, 2022 Completion date (month/year): April 15, 2022 | No of professional staff-months provided by associated Consultants: |
| Name of associated Consultants, if any: | Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):  Ato Hassen Teshome, Dr Abdu Seid |
| Narrative description of Project: | |
| Description of actual services provided by your staff within the assignment:  Preparation of the quick assessment report on ACSI's existing interest free saving, financing and micro-insurance operations, challenges and opportunities . | |

**B) Trainings**

|  |  |
| --- | --- |
| Assignment name:  Training on Fundamental principles and Basic operation skill in interest free banking | Approx. value of the contract :  ETB 80,000 |
| Country: Ethiopia  Location within country: | Duration of assignment (months):  3 days |
| Name of Client:  Zemzem Bank | Total No of staff-months of the assignment:  4 staffs |
| Address:  Addis Ababa | Approx. value of the services provided by your firm under the contract (in current US$ or Euro):  ETB 80,000 |
| Start date (month/year): May 11, 2022 Completion date (month/year): May 13 , 2022 | No of professional staff-months provided by associated Consultants: |
| Name of associated Consultants, if any: | Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):  Dr Hussien Jarso, Dr Abdu Seid , Dr Kamil Abdu , Mr Usman |
| Narrative description of Project:  Design training tools and conduct training on the concepts and applications of IFB | |
| Description of actual services provided by your staff within the assignment:  Preparation of training materials, distribution of such materials to participants, preparation of presentation slides and case studies, conduct of training and group discussions | |

**C) Experience Training and Exposure Visit**

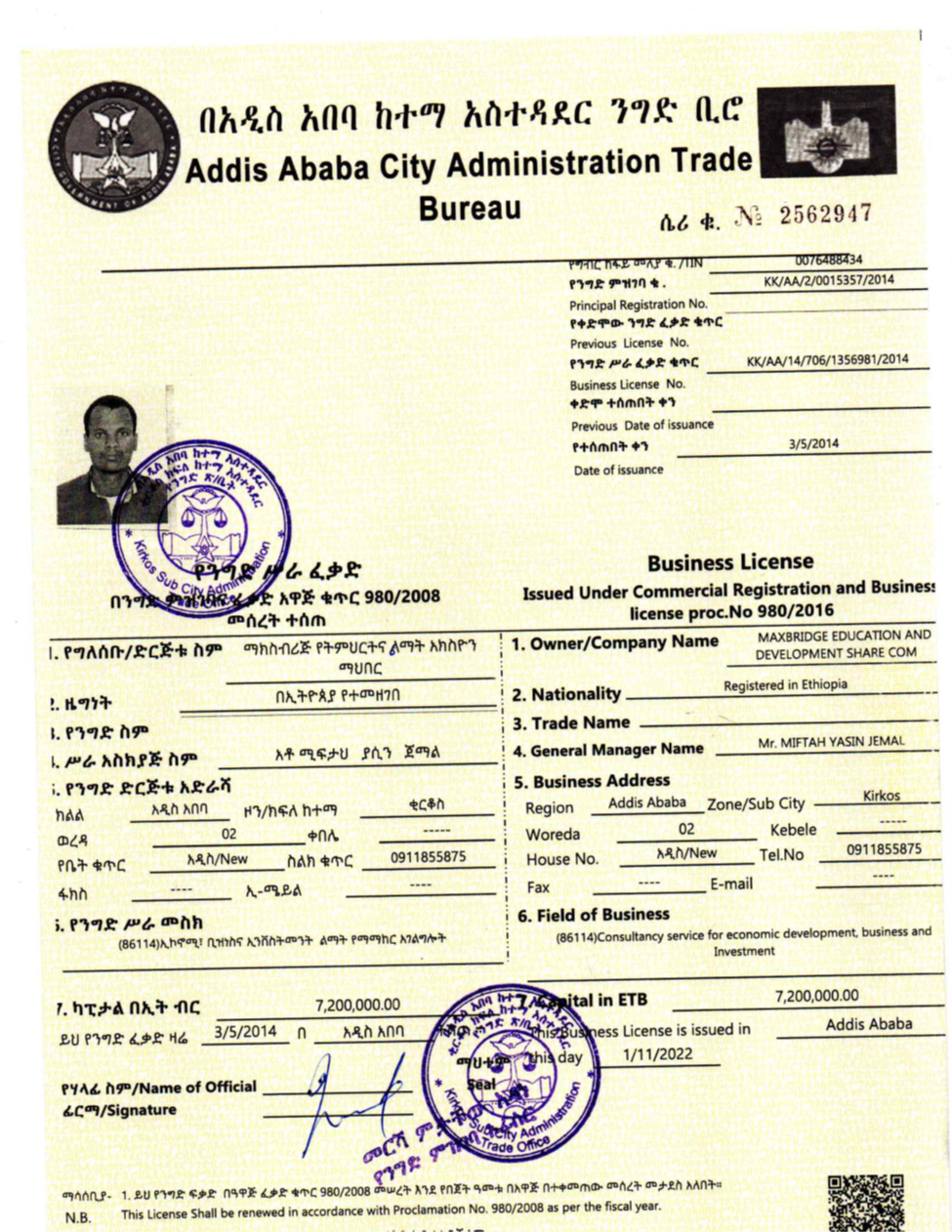
|  |  |
| --- | --- |
| Assignment name:  Best Board Experience Training and Exposure visit in Corporate governance | Approx. value of the contract :  ETB 872,040 |
| Country: Turkey  Location within country: Istanbul | Duration of assignment (months):  7 days |
| Name of Client:  Enat Bank | Total No of staff-months of the assignment:  6 |
| Address: Adiss Ababa | Approx. value of the services provided by your firm under the contract (in current US$ or Euro):  **ETB 872,040** |
| Start date (month/year): May 16 ,2022 Completion date (month/year): May 22,2022 | No of professional staff-months provided by associated Consultants: |
| Name of associated Consultants, if any: | Name of senior professional staff of your firm involved and functions performed (indicate most significant profiles such as Project Director/Coordinator, Team Leader):  Mr Suliman Aragaw, Dr Mohammed Ali, Dr Vahit Ferhan, Dr Hussien Komurcgulu |
| Narrative description of Project:  Design training tools and conduct training on the concepts and applications of corporate Governance | |
| Description of actual services provided by your staff within the assignment:  Preparation of training materials, distribution of such materials to participants, preparation of presentation slides and case studies, conduct of training and group discussions, | |

# **XI. Company License and Certificates**

**A. Training License**



**B. Consultancy License**



**C. Tin Certificate**

