

## Terms of Reference (ToR) for Senior Short-Term Expert – Business Planning Expert

### 1. Short description of »Technical Assistance for Monitoring and Evaluation of the Active Labour Market Measures«

Contractor:	Tetra Tech International Development B.V.
Contract No.:	CFCU/MNE/083
WYG reference	E4462
Contract Title:	Technical Assistance for Monitoring and Evaluation of the Active Labour Market Measures
Contracting Authority:	Directorate for Finance and Contracting of the EU assistance Ministry of Finance (CFCU)
Beneficiaries	Ministry of Economic Development, Division for Programming and Implementation of EU Funds and Employment Agency of Montenegro
Position:	<b>Non-Key expert: Senior Short-Term Expert - Business Planning Expert</b>
Component / Activity:	Component 1: <u>Capacity building of EAM</u> <ul style="list-style-type: none"> <li>Activity 1.3. Prepare and deliver capacity development programme for the overall management of the self-employment programme</li> </ul>

The "Technical Assistance for Monitoring and Evaluation of the Active Labour Market Measures" is a 30-month project, financed within the Instrument for Pre-Accession Assistance – IPA II, and managed by a consortium led by Tetra Tech International Development.

The Overall objective of the project is "to support employment in Montenegro by facilitating the implementation of self-employment programme". The Purpose of the project is "to enhance the capacity of the Employment Agency of Montenegro (EAM) by establishing a sound and nationally-owned mechanism for the overall management, monitoring and evaluation of the grants for self-employment".

The project is part of a wider endeavour by the Ministry of Economic Development to modernise the services which they provide. The project is designed to strengthen the capacities of the EAM and its regional offices and municipal sub-offices to successfully manage the self-employment programme.

There are 3 main project results to be achieved:

**RESULT 1:** Performance of the EAM regional and local offices to conduct the procedures of launching, assessing, awarding, implementing, monitoring progress and reporting on grants for self-employment, improved;

**RESULT 2:** The system for monitoring and evaluation of grants for self-employment in Montenegro strengthened and functional;

**RESULT 3:** The EAM is capable to manage and monitor implementation and evaluate the impact of self-employment programme in line with the EU best practice.

The work of the project is centred on **seven activities** grouped in 3 Components:

Component 1: Capacity building of EAM:

- Conduct the analysis of the previous and current situation in term of self-employment programmes managed by EAM
- Prepare a comprehensive Handbook for implementation of self-employment programme
- Prepare and deliver capacity development programme for the overall management of the self-employment programme

Component 2: Implementation of the grants for self-employment

- Provide support in evaluation (assessment) of the business plans
- Prepare a detailed plan for monitoring the implementation of the grants for self-employment
- Provide support in monitoring the grants for self-employment

Component 3: Evaluation of the grants for self-employment

- Organise and deliver annual impact evaluation of the grants for self-employment and prepare report with conclusions and recommendations.

## **2. Purpose of the ToR and the mission(s)**

The purpose of the TOR is to:

- (1) assign specific tasks to the SNKE for project activity 1.3.
- (2) define specific outputs to be delivered in a result of implementation of said tasks,
- (3) define the number of working days required to deliver said outputs and
- (4) establish timeframe and deadlines for delivering outputs.

## **3. Main tasks/Activities**

The aim of this activity is to support Team leader in designing and delivering training programme in the field of Business Planning for EAM employees from national and regional level to be capable to support participants of the self-employment programme.

It is expected that candidate is familiarized with the information and documentation of the EAM self-employment programme, especially with those related to the application process and documentation (Annex B Business Plan), available at: <https://www.zzzcg.me/program-grantova-za-samozaposljavanje/>.

### Scope of work/specific tasks

- Conduct a technical review of the existing content and materials for the module Business planning
- Develop learning plan for the module Business planning
- Developing training materials for EAM trainers and participants of the self-employment programme
- Deliver training for the EAM staff from the central and regional/local offices.

### Expected outputs:

- Module Business planning (as part of the Train the trainer’s programme) together with the training materials for EAM trainers and participants of the self-employment programme developed. Minimum required content for this module is described below:
  - The importance of business planning for start ups
  - Explanation of the CANVAS business model
  - All elements of a business plan, based on the format in the EAM Self - employment programme (Annex B: Business plan for applicants)
- 3 workshops/trainings (2-day training) for at least 30 EAM employees from the central and regional offices and local sub-offices prepared and delivered.

Selected expert is obliged to prepare learning plan and training materials in accordance to standardized project templates, which will be delivered to the expert immediately after the approval of his / her engagement.

### 4. Timing, location and duration of mission/s

Period of implementation: from May 2021 to June 2021

No	Tasks	Estimated number of days	Period of implementation
1	Review of the existing content and materials	1 day	May 2021
2	Develop learning plan for the module Business planning including training materials for EAM trainers and participants of the self-employment programme	3 days	May 2021
3	Delivery of the training for EAM employees (3 workshops)	6 days	June 2021
	Total:	10 days	

Total working days’ allocation: **10**.

Timing and duration of the missions:

### Review of the existing content and materials, development of the module and training materials

- Period of implementation: from 4<sup>th</sup> May 2021 to 7<sup>th</sup> May 2021
- Working days' allocation: 4 working days

### **Delivery of trainings (three 2-day workshops)**

- Period of implementation: from 15<sup>th</sup> June 2021 to 22<sup>nd</sup> June 2021
- Working days' allocation: 6 working days

#### Location:

The time input of the non-key expert is 100% in Montenegro. The expert will be working in Podgorica at Project office, or elsewhere in Montenegro, if so agreed.

In case of the extension of the preventive measures due to COVID-19 pandemic expert will work on-line, if so agreed with the Contract Authority and Beneficiaries.

## **5. Profile of the expert needed**

A SNKE is required for the job with the following qualifications and skills.

### **General requirements**

- Level of education which corresponds to completed university studies (4 years) in economics, education, social science, or other relevant fields
- Minimum 5 years of working experience, preferably in areas related to entrepreneurship / SMEs development
- Ability to work systematically, methodically, methodologically and accurately;
- Good communication, team working and representation skills;
- Advanced computer skills; proficiency in MS Word, Excel, PowerPoint;
- Fluency in written and spoken English.

### **Specific requirement**

- At least 3 years of relevant consultancy experience for different stakeholders in business development/ business planning with a proven professional record
- Experience in training and capacity building (developing and/ delivering trainings for business developing)

### **Desirable requirement**

- Knowledge of the local language.
- Experience in consulting/ training start-ups and/or potential entrepreneurs
- Knowledge of the CANVAS business model
- Hands-on experience in working in the above environment.

## **6. Performance indicators**

The indicators reflecting the STEs performance are timely presentation of results and outputs, quality of documents and reports to be provided to the Team Leader and the Beneficiaries.