

TOR of Call for proposal Terms of reference for a consultant/firm/institution to undertake training for small business management training

Subject: Support Qatar Red Crescent Society (QRCS).

- Puntland Somalia (Qardho and Garowe).
- Banadir Region Somalia. (Banadir)

Sectors: Food Security, and Livelihoods with integration

1. INTRODUCTION AND BACKGROUND

Qatar Red Crescent Society (QRCS) is a humanitarian organization that strives to assist and empower communities in need, regardless of their place or origin, color, or ethnic group. QRCS established in 1978 operates both locally and internationally and has ongoing relief and development projects in several countries. It specializes in and provides training in International Humanitarian Law, Disaster Management and Emergency Medical Care and its current strategy covers four areas of work: Disaster Preparedness and Response, Health and Care, Social Rehabilitation and Preserving Human Dignity, and Self Capacity-Building. As a member of the International Movement of Red Cross and Red Crescent, it abides by the seven fundamental principles of humanitarian work, which are: Humanity, Impartiality, Independence, Neutrality, Unity, Universality, and Voluntary Service.

About Qatar Red Crescent Society – Somalia.

In Somalia, Qatar Red Crescent Society has been running intensive relief, resilience and recovery programs since 2006. Qatar Red Crescent Society Somalia works across several sectors including WASH, Health, Food Security, and Livelihoods with integration, wherever feasible.

1. Project Background:

In response to the recurrent climatic shocks affecting communities in Somalia, the Qatar Red Crescent Society (QRCS) Mission is implementing an emergency and early recovery intervention focused on **livelihood restoration and small business development**. This initiative aims to strengthen household resilience, restore economic stability, and support vulnerable families in rebuilding their income sources.

To achieve a cost-effective and needs-based response, QRCS adopts an integrated approach that places affected households at the center of the intervention. The small business support initiative will assist beneficiaries in starting or revitalizing micro-enterprises, improving their capacity for self-reliance, and enhancing long-term economic recovery.

A total of **122 households** across three target locations will benefit from this intervention:

- **Banadir:** 50 Person



- **Garowe:** 50 Person
- **Qardho:** 22 Person

This support will focus on providing essential small business commodities and commercial items tailored to each location's market context. The intervention aims to create sustainable livelihood opportunities, reduce dependency on aid, and promote economic resilience among vulnerable households.

QRCS will continue to coordinate with local authorities, community representatives, and partner organizations to ensure the intervention is aligned with community needs, avoids duplication, and maximizes positive impact.

2. Objective

QRCS is looking for NGO, firm or specialized company to provide Small Business Development training that are designed for conflict/poverty affected female headed household who settled down in Banadir, Garowe, and Qardho and chose options for small businesses, which may include:

The intervention will support a total of 122 vulnerable households across three target locations: Banadir (50 beneficiaries), Garowe (50 beneficiaries), and Qardho (22 beneficiaries). The beneficiaries are primarily female-headed households affected by drought, conflict, and prolonged economic hardship, with limited and unstable sources of income.

- In Banadir and Garowe, the majority of beneficiaries have selected food and non-food small businesses, including petty trade and small retail activities. The training will focus on essential small business management skills, such as basic entrepreneurship, stock management, pricing, record keeping, customer service, and financial literacy, to support sustainable income generation.
- In Qardho, 18 out of the 22 beneficiaries have chosen clothing and tailoring-related businesses, including tailoring shops and the use of sewing machines, while the remaining beneficiaries are engaged in other small livelihood activities. Training in this location will therefore place particular emphasis on tailoring business management, proper use and maintenance of equipment, costing and pricing, customer relations, and simple bookkeeping.

The firm must have sound knowledge and technical competence in small business development training in community-based initiatives and socio-economic in a post-conflict setting, as well as relevant technical capacity and vast experience in training designing, developing and implementing training for livelihoods projects. The firm must have the capacity to provide training to a minimum of 122 participants in the areas of small business as detailed in the section 3 below.

In addition to the direct beneficiary households, the training will also engage:

- **Local community representatives,**
- **Relevant local authority representatives, and**



- **QRCS field staff**

These supporting participants will ensure proper follow-up, community-level support, and effective implementation of the small business activities after the training.

The overall objective is to equip all participating households with practical business skills, financial literacy, and market awareness, enabling them to establish or strengthen their small businesses as part of QRCS's livelihood and early recovery efforts.

3. Scope of the training.

The firm/NGO shall Conduct **3-day classroom training with practical sessions** for the selected **122 beneficiary households** across the three target locations (50 in Banadir, 50 in Garowe, and 22 in Qardho). **The firm/NGO can apply for one location or more.**

In line with the above, the training services to be delivered by the firm/NGOs shall encompass the following:

Deliver training to participants, including:

- a. Test participants baseline skills/competencies through a standardized skill test.
- b. An appropriate mix of theoretical and practical training to participants on essential and marketable vocational skills through qualified trainers and/or apprenticeship opportunities.
- c. Design training courses that are based on in-depth knowledge of local markets, including identifying surplus or deficits of labor in specific trades, to ensure courses are not offered where there is no potential for income generation or a sustainable wage.
- d. Tailored training curricula and methodologies to match participants' level of understanding and education, e.g. lower than average literacy and numeracy.
- e. Provide entrepreneurship training to participants in civic education, where feasible.
- f. Training should also include a start up on transition to civilian life which may include technical, or support would be given by local authorities for their project or its components.
- g. Issuance of a Certificate of Completion for all participants who successfully complete the training, endorsed by the concerned government authority

The precise length and format of the training component are not set; and the firm/NGOs should propose a suitable training regime and this proposed approach to the training will form part of the basis for the technical evaluation of the proposals.

NGOs will have to ensure that the services are gender sensitive, though all participants are women, and adapt them to meet their specific needs. Further, QRCS will provide services to the beneficiaries as close to their area of residence as possible. QRCS will provide a list of beneficiaries with their current location and business option chosen during the training stage.



As the purpose of the training is to equip participants with the essential skills required to initiate, manage, and sustain small business activities that enhance their household income and economic resilience. The training is intended to cover the following core areas:

1. Business Fundamentals

- Understanding types of small businesses
- Identifying viable business opportunities
- Customer service and basic business ethics

2. Financial Literacy and Record Keeping

- Basic budgeting techniques
- Daily income and expense tracking
- Simple profit and loss understanding
- Savings and reinvestment principles

3. Market and Supply Chain Skills

- Local market assessment
- Understanding supply and demand
- Supplier identification
- Pricing and competition analysis

4. Business Sustainability and Risk Management

- Managing operational risks
- Simple marketing strategies
- Planning for business growth

5. Practical Sessions

- Hands-on exercises on bookkeeping
- Real-market scenario discussions
- Development of a simple business plan for each household

The training will be delivered using participatory, interactive methods suitable for diverse literacy levels and local market contexts. It will focus on practical skills that beneficiaries can immediately apply within their livelihood activities.

4.0: Scope and Expected Outputs / Deliverables

The consultant/firm is expected to deliver the following outputs for the **Small Business Support Training** for 122 beneficiary households in Banadir, Garowe, and Qardho:



• Training Materials

Develop or adapt comprehensive **small business training materials**, including presentations, handouts, exercises, and practical tools covering business management, financial literacy, market assessment, and sustainability strategies.

No.	Description of Services / Items	Unit	Quantity
1	Consultancy Fee for Small Business Management Training	3 days for 3 locations	Total: 72 hours
1.1	- Banadir (50 Person)	Day	8 hours × 3 days
1.2	- Garowe (50 Person)	Day	8 hours × 3 days
1.3	- Qardho (22 Person)	Day	8 hours × 3 days
2	Training Materials (Handouts, Manuals, Exercises, Presentations)	Set	122 sets
3	Training Venue / Classroom Rental (3 locations, 3 days each)	3 day for 3 locations each 24hrs of total 72 hours	9 days
4	Refreshments / Meals for Participants (122 participants x 3 days)	Person	366
5	Stationery and Training Supplies (Pens, Notebooks, Flipcharts)	Lot	3
6	Travel and Transportation (Consultant / Trainer / Materials)	Trip	3 locations
7	Accommodation for Consultant / Trainers (if applicable)	Night	9
8	Communication and Coordination Costs (Phone, Internet, Misc.)	Lump Sum	1
9	Reporting (Training Report, Attendance, Assessment, Photos)	Lump Sum	1
10	Contingency (Optional, e.g., 5% of total cost)	Lump Sum	1

• Curriculum Outline

Provide a detailed curriculum specifying:

- Training topics
- Session plans
- Practical exercises
- Learning objectives for each module

• Assessment Tools

Develop pre- and post-training assessment tools to measure beneficiaries' understanding of small business concepts, including quizzes, group exercises, or practical evaluations.

• Training Report

Produce a comprehensive report summarizing:

- Key training activities conducted



- Participant performance and learning outcomes
- Challenges encountered
- Recommendations for future livelihood capacity-building
- Attendance records and supporting documentation

- Adapted Training Sessions

Tailor the training to meet the specific needs of each location (Banadir, Garowe, Qardho), considering local market dynamics, literacy levels, and business opportunities.

- Administrative Documents

Prepare and submit:

- Daily signed attendance sheets
- Documentation of training materials delivered
- Photos (if applicable)

- Training Implementation

Be responsible for delivering the training in accordance with QRCS policies, work plans, and quality standards, under the supervision of QRCS Somalia Mission.

- Coordination

Coordinate with relevant local actors such as:

- Local authorities involved in livelihood and economic development
- Community representatives
- QRCS field teams

5.0: Required Qualifications, Competencies, and Skills

The applicant (firm or consultant) must demonstrate the following:

1. **At least three years of experience** in livelihood development, small business training, microenterprise support, or humanitarian economic recovery.
2. A degree in **economics, business administration, entrepreneurship, development studies, or related fields**. A master's degree is an added advantage.
3. **Minimum 2–3 years of practical experience** in business development, livelihood programming, or community-based economic strengthening.
4. Proven experience in delivering **small business or vocational capacity-building projects** in humanitarian or fragile contexts.
5. Demonstrated ability to use **participatory approaches** suitable for low-literacy and vulnerable populations.
6. Ability to integrate diverse methodologies and adapt training to different learning needs and market environments.
7. Strong capacity to prepare **clear, logical, and technically sound reports** with excellent writing and organizational skills.
8. High attention to detail, professional integrity, and discretion.
9. **Knowledge of Somali language** and experience working in Somalia is a strong advantage.



Selection will follow a **Quality and Cost**–based evaluation as per QRCS procurement guidelines. QRCS reserves the right to engage with shortlisted firms/consultants for negotiation after proposal review.

6.0: Bid Requirements

Firms/consultants meeting the criteria must submit an Expression of Interest (maximum 10 pages) on or before **27th November 2025**, including:

1. **Suitability statement**, including commitment to availability for the entire assignment.
2. A detailed **understanding of the Terms of Reference**, training methodology, approach, and work plan.
3. Company Profile **With detailed work scope Somalia**.
4. A **financial proposal**, including logistics, venue arrangements, training materials, and all related costs.
5. Updated CV(s) of key consultant(s), clearly outlining relevant qualifications and experience.
6. Contact details of **three organizations** that contracted the applicant for similar livelihood/small business projects in the past two years.
7. If applying as a firm: valid **registration under the Federal Government of Somalia**.
8. If applying as a firm: valid **TTC last quarter under the Federal Government of Somalia**.
9. Bank Statement **Full transaction last six month**.

The consultant will also provide a **maximum 35-page** draft and final training report (MS Word + PDF), excluding annexes.

7.0: Submission Instructions

Interested and qualified bidders may collect TOR and tender documents from www.somalijobs.net

Contact: QRCS Procurement Department – +252 616989691 **and**

Hard copy submissions with separate **sealed and stamped envelopes** must be labeled as follow:

◆ **Technical Documents:**

“QRCS Small Business Management training” Somalia/MOG/00098/2025 (Technical Documents)

◆ **Financial Documents:**

“QRCS Small Business Management training” Somalia/MOG/00098/2025 (Financial Documents)

Note: Technical and financial envelopes must be **separate and sealed**.

- The tender committee **will be automatically disqualified** any bid placing the bank statement in the financial envelope

- The tender committee will disqualify unsealed envelopes

Submission Address:

Qatar Red Crescent Society (QRCS)

Main Office, Behind Qatar Embassy, Next to Peace University,

Wadajir District, Mogadishu, Somalia.



Tender Submission Deadline

Deadline: DD- MM- YYYY 4:00 PM (Afternoon)

Late submissions will **not** be accepted.

8.0: Guideline for Proposal Development

- All proposals and related correspondence must be submitted in **English**.
- The proposal must clearly outline:
 - Training approaches, methodologies, and delivery strategies
 - Work plan and timeline
 - Detailed budget (financial proposal)
- Firms/consultants must attach **proof of legal registration** in Somalia.
- The proposal must demonstrate **experience working in the target locations** and familiarity with local market conditions relevant to small business development.
- **For more details, please refer to Annex A below**
- **Outline of training Proposal format as per Annex B below**

9. How to apply.

Application requirements

Mandatory Documents:

1. Copy of valid company registration and service license documents (Federal).
2. A brief company profile.
3. Valid passport for at least one firm director.
4. Latest 6-months certified bank statement
5. Federal tax compliance certificate.

Interested applicants should submit the following documentation:

1. Cover letter stating your motivation to undertake the assignment.
2. Technical and detailed proposal (both narrative and financial) demonstrating a clear understanding and interpretation of the ToR towards addressing the scope of work.
3. Description of team composition clearly indicating the lead consultant and other staff to be involved in the assignment and their rates.
4. Up-to-date CVs of the team/individual reflecting relevant experiences and qualifications.
5. At least three key reference contacts for the most recent relevant work undertaken.

All application documents must be physically submitted to QRCS office in Mogadishu, behind Qatar embassy, opposite of the airport and next to peace hotel. Incomplete applications will be considered inadmissible for further review by the selection panel. For questions on the application process please contact the same email address”

Email: supply.somalia@qrcs.org.qa or Any information you can contact **Tel: 0616989691**

12. Criteria for Screening of Proposal



The selection method will be based on Quality and Cost as per Qatar Red Crescent Society procurement guidelines for the award of contracts. Qatar Red Crescent Society reserves the right to contact the Consultant(s) after reviewing the proposal, in order to propose a negotiation of the terms of the assignment.

- Selection will be made by a procurement committee.
- The Committee will examine the proposals to determine whether they are complete, whether any computational errors have been made, whether the documents have been properly signed and whether the Proposals are generally in order.
- The technical proposal is evaluated on the basis of its responsiveness to the Terms of Reference (TOR) and technical quality of the proposal.
- Organizational capacity and experience to implement the requested activities.
- Organizational capacity and experience to implement the training.
- Innovativeness, sustainability, reliability of the methodologies and approaches.
- The training budget will be scored on the basis of overall training support costs
- After the initial screening, the qualified proposals will be reviewed for approval.
- Only selected consultancy firm or NGOs will be contacted to discuss training implementation and agree on benchmarks and schedule of payments prior to entering into an agreement.

Annex C: Sample BOQ for the Financial Proposal.

ANNEX - A Guideline for Proposal Development

This call for proposals is open to Consultancy firm/NGO that are legally established and registered with the relevant authorities of Somalia. The applicants are required to submit:

- Authorized copies of documentation pertaining to the applicant legal registered in Somalia and institutional capacity (training facilities and supplies, and qualified trainers)
- Training proposals covering the above-mentioned aspects.
- Formal commitment to comply with QRCS standards and procedures for reporting.
- The Proposals prepared by the consultancy firm/NGO and all correspondence and documents relating to the Proposal shall be written in English language.
- The proposal must clearly indicate gender-sensitive approaches and methodologies/strategies to be used to implement the training.
- The proposal must include objective, expected results and required resources to achieve these results, as well as the monitoring plan for the training.
- The proposal must be attached with work plan and the budget.



- The proposal must reflect materials to be provided as packages and training design to be delivered. The proposed type of services and the duration.
- Proposals must demonstrate innovation and partnership with various related partners on the ground, including local community organizations.
- The proposal should be prepared for a maximum period of three days of implementation period in each location.
- The attached Outline of Project Proposal provided should be used to submit the training proposal.
- The format shown in item number XXX should be used in preparing the training budget. The format includes specific expenditures, which may or may not be required or applicable but are indicated to serve as examples.
- Demonstrate experience in the state where offering training services.

ANNEX - B

Outline of training Proposal format

Note: Technical Proposals at a minimum should contain the following, in addition to any other information the NGO considers relevant to the. The training Proposal should be no more than 10 pages long including the workplan and training budget, but excluding CVs.

Small Business Training

Location:

Participants Number:

Section 1: NGO's background, experience and history

- Profile of the offeror [setup, structure, location, area of expertise, etc.] and litigation/arbitration history – not more than half page
- Expertise and past experience including project implementation in geographical areas where the services are proposed to be provided [**please provide**] a table showing past work executed in similar contexts/countries with period of contract, type of services provided, period (dates) of services, amount of contract, and number of beneficiaries to whom services were provided.
- If available, provide evidence of any past experience of working with women, elderly and other special need groups.
- Firm/NGOs that will submit proposals for more than one location, should describe the personnel/facilities available in each of the locations.

Section 2: Work plan and approach

- Briefly describe the methodology which will be used by the NGO to provide the required services focussing on the following:
 - Responsiveness to the requirements of QRCS as specified in the call for proposal



- Anticipated partnerships with other organizations and local/national government agencies
- Appropriateness to local contexts
- Other services to be provided to training participants, if any e.g., counselling, assessment of existing skill sets, etc.
- Clear work plan showing sequencing of activities, timeline, and key personnel responsible for specific tasks (please use a grid indicating key milestones)
- Description of services
 - Training plan for participants including aspects such as duration, content, medium of delivery, participant size in the courses etc.

Section 3: Risk and other issues

- Please enumerate potential risks in the proposed approach and the firm /NGOs ability to provide the services as above, along with recommended mitigation measures.

Section 4: Personnel and facilities proposed

- Please provide CVs of proposed key staff (refer to the evaluation criteria), as well as the amount / percentage of time each of these key staff will be assigned to this project. [key staff should be proportionate the number of trainee or participants to be provided with training and / or geographical locations and thematic areas].
- If the proposed personnel are not regular staff of the firm/NGO, please provide the confirmation by the proposed personnel to engage with the firm/NGO for the provision of required services under this proposal.
- Please provide a description of the facilities proposed to deliver the required services

Table detailing previous contracts

Name of Funding Organization	Period of Contract	Type of Services Provided	Value of Contract	Location (state/region)	Number of Direct Beneficiaries
(EXAMPLE)UNICEF		Vocational/small business Training with Woman's groups	US\$	Hirshabelle Balad District	1055

