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***Pathway to development and social transformation***

**Development of 5-Year Business Plan**

**TERMS OF REFERENCE**

**June 5, 2019**

1. **Introduction**

Foundation for Youth Initiatives (FYI) is a small foundation, founded in 2011 in South Sudan. It draws its philanthropic establishment from multicultural and professional expertise of its founders. Today, we champion development programs supporting cooperative movement, agriculture development, entrepreneurship and social enterprises in South Sudan. We work directly with underserved communities, smallholder farmer cooperatives, women-led enterprises, youth associations, small and medium enterprises by strengthening their operational capabilities, primarily to make them promote local peace, create jobs, improve incomes and achieve food security.

Currently, we support over 17 active enterprise/cooperatives to improve their members’ livelihoods through soliciting funds, promoting good governance, facilitating market linkages, linking to financial institutions. Specifically,the program enables grantees scaling up production in area of investment, increasing revenues/sale volume, thus, individual revenue of its members. The goals of the Projects are to improve the standard of living of low-income sections of communities in South Sudan**.**

To achieve these performances, one of the identified constraints facing each grantee is the fact that the organization does not have a business plan. Each organization manages its business on the spot, without a planned vision, with activities thought out in advance and very clear forecasts of production and sales.

It is in this context that these terms of reference (ToR) are situated, which aim to recruit the services of an expert that is able to help each of the grantees develops a 5-year business plan. The plan preparation process should be carried out in a participatory manner; the consultant should avoid producing a document that will not be understood by members of the organization who would therefore not be able to present it and defend it to potential funders. It should not be overly long, with unnecessary paragraphs which illustrate South Sudan's macroeconomic framework, nor should it simply copy/paste existing studies.

1. **Objective of the Consultancy**

The overall objective of this undertaking is to prepare the business plan for the selected grantees (see last section of this document) in a participatory way. The expected result will be production of a 5-year business plan prepared in a participatory manner with members of the grantees and accepted by the organization. The consultant will speicifcally perform the followings:

* Determination of the most effective and efficient ways of managing and operating a sustainable and profitable agribusiness production (see project for each grantee) and processing business, including an analysis of the business’ organizational structure;
* Project the returns on investment (production and sale forecast);
* Development of indicators that track benefits to members, such as income accrued to members;
* Explore options for business expansion with a cost/benefit analysis for each option, including additional product lines the grantee should engage in;
* An assessment of the manpower, training and technical assistance requirements for expansion;
* Documenting of various financial projections, including breakeven, optimistic and pessimistic financial scenarios;
* Documenting of lessons learned from Year One of the Project, particularly in the implementation of industry best practices;
* Options for increasing the membership of the grantee and for providing benefits to non-members;
* An assessment of current market needs, competitors and demand for the grantee’s products, and an analysis of related risks of production, and;
* Additional analyses, to be determined during the design process of the business plan, to prepare the organization for expansion and sustained growth.

1. **Expected Deliverables**

* 5-Year Business Plan Manual (two documents: word and excel)
* Training tools from the orientation.

1. **Consultant Fee and Mode of Payment**

* Please specify your professional fees in a separate signed quote for the development of 5-Year Business Plan Manual. The letter must be addressed to the grantee of your choosing as listed below and copy Foundation for Youth Initiative (FYI).

1. **Time of Performance**

* The services of the Consultant shall commence on the date of the payment of the first installment and shall end after 24 days of work.
* All of the services required and performed hereunder shall not be considered completing unless Foundation for Youth Initiative has approved the final Manual – both excel and word documents.

**The end**

**Grantees:**

1. Grantee 1: Gezira Young People Agribusiness Trust

Project: Gezria Fruit Juice Blending Capacity Building Project

1. Grantee 2: Akari Development Association

Project: Akari Sorghum Milling Capacity Building Project

1. Grantee 3: Organic Cooking Oil Co. Ltd

Project: Terekeka Peanut Paste and Cooking Oil Capacity Building Project

The Candidates:

The Applicant must provide curriculum vitae (CV).In no more than one (1) page, the Applicant should provide performance references for similar or related programs conducted during the last 3 years. Each reference must include the following: (a) name of the reference; (b) name of the project; (c) brief description of the project; (d) period of performance; (e) estimated value; and (f) name, title, telephone number, and e-mail address of contact person where the activity was performed.

Qualifications:

* The candidate must be a South Sudanese are encouraged to apply but non South Sudanese can do apply.
* University degree in sociology, business administration, economics, agriculture, finance/accounting, community development or other relevant areas of development preferably at the master’s level; An MBA, or a high-level academic training in analysis and planning activities of SMEs will be an asset;
* Five (5) or more years of professional experience in project development, program management, monitoring, evaluation and financial analysis, particularly related to small business development (non humanitarian);
* Demonstrated experience in developing, designing and implementing business development projects, including knowledge of the opportunities and challenges in South Sudan;
* Strong writing skills. Must have computer skills, including MS Excel and MS Word to generate and analyze spreadsheets and produce documents; experience in preparing and using financial analysis models is appreciated;
* Availability to travel frequently to rural areas and other parts of the country; and
* Fluency in English and at least one or more local languages;
* Demonstrated skill and experience conducting financial analysis of projects;
* Knowledge of institutional capacity of small-scale enterprises and farmers groups, as demonstrated by prior accounting and financial management work experience with such groups;
* Demonstrated competency in utilizing accounting software programs (please specify);
* Demonstrated proficiency using MS Excel;
* Strong interpersonal skills and ability to work collaboratively to instill effective skills and services to colleagues and clients of varying capacities;

Mode of Submission

e-mail: [info@fyisouthsudan.org](mailto:info@fyisouthsudan.org) and copy to

[albinogaw@gmail.com](mailto:albinogaw@gmail.com)

Hand delivery can be accepted to our front desk at

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