**Public Foundation Kyrgyzstan Mountain Societies Development Support Programme (MSDSP)**

**"Livelihoods for Youth Community Support Project (L4Y)"**

**IDA\LFYCSP\CS\TR\CQ\2021\12**

**(P165286)**

**TERMS OF REFERENCE**

**For the Provision of Consultancy and Organization Services for Four AP Business Accelerations**

**1. BACKGROUND**

**The** **Public Foundation Kyrgyzstan Mountain Societies Development Support Programme (MSDSP KG)** is an initiative of the Aga Khan Foundation that implements a range of integrated interventions in agriculture and food security, economic inclusion, education, early childhood, health and nutrition as well as civil society. MSDSP KG is active in six oblasts in the Kyrgyz Republic, including Osh, Jalal-Abad, Batken, Naryn, Chui and Issyk-Kul oblasts, covering a total population of more than 520,000 people. For more information, please refer to [www.akdn.org](http://www.akdn.org).

The World Bank has provided financing to the Government of the Kyrgyz Republic for a Community Support Project that will focus on communities living along the 450km CASA 1000 Transmission Line in the Ferghana Valley area of the Kyrgyz Republic, traversing three oblasts (Jalal-Abad, Osh, Batken) and estimated 41 Aiyl Aimaks. The CASA 1000 Community Support Project (CSP) will support a series of energy, social, and economic infrastructure investments in communities lying within the vicinity of the transmission line.

The Livelihoods for Youth Community Support Project (L4Y) is a four-year project designed to increase the impact of the CSP by providing needed training and capacity development of local economic actors, focusing on skills development and innovative livelihoods for youth, and strengthening economic infrastructure investments financed through CSP. The L4Y will prepare young women and men for the labor market by developing their entrepreneurship and job-related skills in line with the needs of local labor markets in target areas. Complementing this, the project will support youth-centric value chains and create new opportunities for micro and small enterprises. The objective of this project is to support innovative livelihood development and the employability of an estimated 4,000 young women and men in about 20 target communities in order to improve socio-economic opportunity and inclusion.

As part of the L4Y project, MSDSP KG has sub-contracted the Public Foundation Acceleration Prosperity Kyrgyzstan (AP) to provide business acceleration services to a range of entrepreneurs/enterprises supported by the project. These include upstream and downstream value chain actors, leading firms (e.g., regional and national businesses or business associations; input suppliers, processors, and manufacturers), youth-led and/or pro-youth e-enterprises, support for business development for livelihood facilities supported through L4Y sister project, the CASA-1000 Community Support Program (CSP). In that regard, MSDPS KG is looking a consultant to support AP with the organization of its four planned acceleration programs.

Each acceleration program is aim to inspire young entrepreneurs from Osh, Batken and Jalal Abad oblasts by offering lean startup incubation, preparing promising enterprises for investment, facilitating specific traction methodology in order to accelerate their businesses. The AP Acceleration Program consists of the following key sub-activities (1) 3 to 7-week training by business development experts, (2) traction led by the AP's trackers. Traction is a new growth methodology for business, the traction objectives include business diagnostics and identification of company weaknesses, definition of an acceleration medium-term goal, analysis of a product/service, its values ​​and customer segment, weekly setting tasks, monitoring progress and evaluating results. (3) demo day where training participants pitch their business idea to an investment advisory committee, (4) business advisory services.

**2. OBJECTIVES**

**2.1. Business Acceleration Program 1 (BAP 1)** – **Provision of business acceleration to 4-8 lead firms.** The service consultant will (1) support in reaching and selecting the participants to the acceleration program, (2) provide strategic guidance as well as possible business development routes for each lead firm, (3) support to conduct the traction during the Business Acceleration Program for at least four companies by diagnosing, assisting and evaluating the company results during the acceleration process to ensure their business growth and (4) organizing the logistics for conducting at least four leading firms during four months. The frequency of this last activity will be decided upon the diagnosis.

**2.2. BAP 2 - Provision of business acceleration to young entrepreneurs active in the traditional economic sectors in Batken, Osh, Jalal-Abad oblasts.** The selected consultant will support (1) the development of the pre-identified training modules for a 7-week acceleration program for at least 20 target companies (the content of the module in Section 3 below); (2) the provision of capacity building sessions to at least 20 target companies selected to the acceleration program; (3) the implementation of the traction during the acceleration program for at least 20 companies by diagnosing, assisting and evaluating the company results during the acceleration process to ensure their business growth; (4) the organization of the logistics (accommodation for experts, trackers, and participants, meal, ground and air transportation, venue, coffee breaks, masks, sanitizers, stationeries, printing of handouts, certificates, letters of appreciation) for conducting the 7-week acceleration program.

**2.3. BAP 3 - Provision of business acceleration to e-enterprises (hackathon) for the young entrepreneurs from Batken, Osh, Jalal Abad oblasts**. Сonsultant will (1) develop the modules for the hackathon (the content of the module in Section 3 below); (2) facilitate the hackathons; (3) deliver the modules during the hackathon, in addition to mentorship support during the program for at least 20 target e- enterprises; (4) organize the logistics (accommodation for experts, trackers and participants, meal, ground and air transportation, venue, coffee breaks, masks, sanitizers, stationeries, printing of handouts, certificates, letters of appreciation) for conducting the three-weeks hackathonfor at least 20 e-enterprises from Osh, Batken and Jalal-Abad oblasts.

**2.4**. **BAP 4 - Provision of consultancy support to 10 - 20 livelihood facilities identified through the sister project CASA-1000 Community Support Program (CSP).** The selected consultant will (1) make a deep diagnostics of the business development needs of the pre-selected livelihood facilities and (2) based on the needs identified, provide tailored business development support to the managers of these facilities, and (3) organize all the logistical support needed for delivering business advisory services.

Additional information on the logical and information (PR) support anticipated for BAP 1 are available in Table 1.2 & 1.3, BAP 2 in Table 2.2 and 2.3, BAP 3 in Table 3.2 and 3.3. and BAP 4 in Table 4.2 and 4.3. below.

**3. SCOPE OF SERVICES**

The responsibilities of the consultant include, but are not limited to, the following tasks:

**3.1. Within BAP 1,** the selected consultant will deliver business advisory services based on the following steps: **(1)** conduct individual traction sessions during the BAP for at least 4 – 8 leading companies by diagnosing, assisting, and evaluating the company results during the acceleration process to ensure their business growth; **(2)** provide services based on the diagnosis to ensure to eliminate the gaps for quantitative and quantitative growth and **(3)** provide information, logistical support for participants. Additional guidance on the methods for delivering some of the elements of the BAP are provided in Table 1.1 below.

**3.2. Within BAP 2,** the selected consultant will **(1)** develop the training modules on the following topics for the acceleration program : (i) Problem, Value Proposition, Target Audience, Client Segmentation, Problem interview;, (ii) Unit economy calculation, Market analysis (Total Addressable Market/ Serviceable Available Market/ Serviceable Obtainable Market), Testing of marketing channels, (iii) Business Process Optimization,; (iv) Financial and Managerial Accounting, (v) Marketing and Sales, (vi) Strategy for business development and scaling up and (vii) Export; **(2)** train and provide capacity building sessions for at least 20 selected companies selected to participate in the BAP in Kyrgyz or Russian upon request of the project team and **(3)** conduct individual traction sessions during the BAP for at least at least 20 companies by diagnosing, assisting and evaluating the company results during the acceleration process to ensure their business growth. Additional information on the delivery of this acceleration program are provided in Table 2.1 below.

**3.3. Within BAP 3**, the selected consultant will **(1)** develop the modules on the following topics: (i) Idea validations, (ii) Business and financial model, (iii) Customer development, Problem definition & Value proposition, (iv) Design thinking/ Entrepreneurial mindset, (v) Team management, (vi) Markets Assessment, (vii) Design thinking/ Entrepreneurial mindset and (viii) Pitching and investor's relation; **(2)** deliver module during the hackathon on these topics mentioned above in Kyrgyz/Russian languages and **(3)** provide mentorship/ tracking support during the program for at least 20 selected e-enterprises. Additional information on the delivery of this acceleration program are provided in Table 3.1 below.

**3.4.** **Within BAP 4**, the selected consultant will deliver the business advisory services based on the following steps: **(1)** conduct individual traction sessions during the BAP for 10 - 20 CSPs by diagnosing, assisting and evaluating the company results during the acceleration process to ensure their business growth; **(2)** provide services based on the diagnosis to ensure to eliminate the gaps for quantitative and quantitative growth and **(3)** Provide information, logistical support for participants.

Along with this, the consultant will **(1)** ensure the organization of the logistics for conducting the BAP 1, BAP 2, BAP 3, BAP 4 that include the accommodation for experts, trackers and participants, meal, ground and air transportation, venue, coffee breaks, masks, sanitizers, stationeries, printing services, certificates, thank you letters and **(2)** Provide a report to MSDSP KG at the end of the assignment. While the final structure of the report will need to be approved by MSDSP KG, it is anticipated that it will include the following sections: (i) Number of participants trained, disaggregated by age and sex; (ii) Lessons learned and next steps; (iii) Key results of the acceleration program a) for the traditional sector and b) for the e-enterprises; (iv) feedback from all participants on the quality of the acceleration services received. The collection of the feedback will need to be done through L4Y online platform. Additional guidance on the methods for delivering some of the elements of the BAP are provided in Table 4.1 below.

**Table 1.1: Business Acceleration Program 1**

|  |  |
| --- | --- |
| **Location** | **Name of the Activity** |
| **Blended approach with online/offline meetings** | Conducting needs assessment and diagnosis of the four lead firms by the trackers. |
| **Blended approach with online/offline meetings** | Provision of individual consultations focusing on strategic guidance as well as possible business development routes. |

**Table 1.2: Logistical Support Details for BAP 1**

|  |
| --- |
| * Travel costs of participants from Batken and Jalal-Abad to Osh. * Accommodation for up to 20 participants. * Rent of the conference hall (Rent of a conference hall for up to 20 people (minimum 80-100 sq.m), including a projector, a screen, two microphones with an acoustic system, a whiteboard, booths) for at least ten days. * Coffee-breaks one time (10 days) for 20 participants. * Meals (10 days) for 20 participants. * Stationeries (pens) for 20 participants. * Stationeries (notebook)for 20 participants. * Medical masks and disinfectants for 20 participants for 10 days. * Venue for demo (Rent of a conference hall for up to 20 people (minimum 80-100 sq.m), including a projector, a screen, two microphones with an acoustic system, a whiteboard, booths) for at least one day. * Certificates with frames and handouts for 20 participants. * Air tickets for five committee members. * Transportation costs in Osh. * Accommodation for five committee members. * Lunch for the committee (20 people). * Printing materials for participants (at least 20 sets). |

**Table 1.3: Information Details for BAP 1**

|  |  |
| --- | --- |
| 1 | Publication in the selected newspaper(s) of press releases highlighting the terms of participation and full information about the L4Y project. The press release will need to be published at least two times. |
| 2 | Video shooting and broadcasting of the event in Osh, Jalal-Abad and Batken with comments from the organizers, the conditions of participation and full information about the project. At least two video reports (one for each target region) will need to be shot and broadcasted. |
| 3 | Print at least two rollups with information about the project for visibility and awareness-raising. |

**Table 2.1: Business Acceleration 2**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **№.** | **Training** | **Topic** | **Participants** | **Duration** | **Time** |
| 1 | Introduction | * Problem, Value Proposition, Target Audience, Client Segmentation, Problem interview * Unit economy calculation, Market analysis (Total Addressable Market/ Serviceable Available Market/ Serviceable Obtainable Market), Testing of marketing channels | at least 20 | Two-day training  (week #1 offline ) | August  2021 |
| 2 | Management | * Business Process Optimization * Financial and * Managerial Accounting | at least 20 | Two-day training  (week #4 offline) | September 2021 |
| 3 | Marketing | * Marketing * Sales | at least 20 | Two-day training  (week #4 offline) | September  2021 |
| 4 | Strategic planning | * Strategy for business development and scaling up * Export | at least 20 | Two-day training  (week #4 offline) | September  2021 |
| 5 | Traction sessions with the selected at least 20 companies | * Diagnostics * Assistance * Evaluation of the company results during the acceleration process | at least 20 | One-hour session per week for one company  From week #1 to week #7 | September 2021 |

**Table 2.2: Logistical Support Details for BAP 2**

|  |
| --- |
| * Travel costs of participants from Batken and Jalal-Abad to Osh. * Accommodation for at least 20 participants. * Rent of the conference hall (Rent of a conference hall for up to 60 people (minimum 150-200 sq.m), including a projector, a screen, two microphones with an acoustic system, a whiteboard, booths) for at least 10 days. * Coffee breaks one time (10 days) for at least 20 participants. * Meals (10 days) for at least participants. * Rent of the conference hall for the traction sessions. (Rent of a conference room for up to 40 people (minimum 100- sq.m), including a projector, a screen, two microphones with an acoustic system, a whiteboard, booths) for at least four days. * Stationeries (pens) for at least 20 participants. * Stationeries (notebook)for at least 20 participants. * Medical masks and disinfectants for at least 20 participants for 10 days. * Venue for pre demo and demo (Rent of a conference room a small room for up to 60 people (minimum 150-200 sq.m), including a projector, a screen, 2 microphones with an acoustic system, a whiteboard, booths) for at least two days * Pre-Demo and Demo Meals (two coffee breaks) for 60 participants each time. * Certificates with frames and handouts for 20 participants. * Air tickets for 5 committee members. * Transportation costs in Osh. * Accommodation for 5 committee members. * Lunch for the committee (20 people). * Printing materials for participants (at least 20 sets). |

**Table 2.3: Information Details for BAP 2**

|  |  |
| --- | --- |
| 1 | Publication in the selected newspaper(s) of press releases highlighting the terms of participation and full information about the L4Y project. The press release will need to be published at least two times. |
| 2 | Video shooting and broadcasting of the event in Osh, Jalal-Abad and Batken with comments from the organizers and with the conditions of participation and full information about the project. At least three video reports (one for each target region) will need to be shot and broadcasted. |
| 3 | Print at least two rollups with information about the project for visibility and awareness-raising. |
| 5 | Set up targeted paid advertising in social networks for running at least two information campaigns about the project. |
| 6 | Coverage of the event at least in one local or national TV channels or websites. |

**Table 3.1: Business Acceleration Program 3**

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| **Location** | **Osh city** | | | | | |
| ***Week 1*** | **Sunday** | **Monday** | **Tuesday** | **Wednesday** | **Thursday** | **Friday** |
| ***Offline*** | Welcome speech | Review of the program and anticipation | Business model | Review of the presentation materials | Customer development | Marketing & sales |
| Motivational speeches from startupers | Participants introduction - Pitching | Financial model | Pitching format | Hypothesis testing | Individual work with mentors/ trackers |
| Design thinking/ Entrepreneurial mindset | Presentation of ideas | Idea validation | Individual work with mentors/ trackers | Individual work with mentors/trackers |

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| --- | --- | --- | --- | --- | --- | --- |
| ***Week 2***  ***Online*** |  | Individual consultations | Individual consultations | Individual consultations | Individual consultations | Individual consultations |

|  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- |
| ***Week 3***  ***Offline*** |  | Assessment of the results | Team management | Crush test | Personalized plan of the startup development | Demo-Day |
|  | Feedback from other mentors | Startup development plan | Work on feedback | Individual rehearsal |
|  | Individual work with mentors/ trackers | Individual work with mentors/ trackers |

**Table 3.2: Logistical Support Details for BAP 3**

|  |
| --- |
| * Travel costs of participants from Batken and Jalal-Abad to Osh. * Accommodation for at least 20 participants. * Rent of the conference hall (Rent of a conference hall for up to 60 people (minimum 150-200 sq.m), including a projector, a screen, two microphones with an acoustic system, a whiteboard, booths) for at least 10 days. * Coffee breaks one time (10 days) for at least 20 participants. * Meals (10 days) for at least 20 participants . * Rent of the conference hall for the traction sessions. (Rent of a conference room for up to 40 people (minimum 100- sq.m), including a projector, a screen, two microphones with an acoustic system, a whiteboard, booths) for at least four days. * Stationeries (pens) for at least 20 participants. * Stationeries (notebook) for at least 20 participants. * Medical masks and disinfectants for at least 20 participants for ten days. * Venue for pre demo and demo (Rent of a conference room a small room for up to 60 people (minimum 150-200 sq.m), including a projector, a screen, two microphones with an acoustic system, a whiteboard, booths) for at least two days. * Pre-Demo and Demo Meals (two coffee breaks) for 60 participants each time. * Certificates with frames and handouts for at least 20 participants. * Air tickets for five committee members. * Transportation costs in Osh. * Accommodation for five committee members. * Lunch for the committee (20 members). * Printing materials for participants (at least 20 sets). |

**Table 3.3: Information Details for BAP 3**

|  |  |
| --- | --- |
| 1 | Publication in the selected newspaper(s) of press releases highlighting the terms of participation and full information about the L4Y project. The press release will need to be published at least two times. |
| 2 | Video shooting and broadcasting of the event in Osh, Jalal-Abad and Batken with comments from the organizers and with the conditions of participation and full information about the project. At least three video reports (one for each target region) will need to be shot and broadcasted. |
| 3 | Print at least 2 rollups with information about the project for visibility and awareness-raising. |
| 5 | Set up targeted paid advertising in social networks for running at least two information campaigns about the project. |
| 6 | Coverage of the event at least in one local or national TV channels or websites. |

**Table 4: Business Acceleration Program 4**

|  |  |
| --- | --- |
| **Location** | **Name of the Activity** |
| **Blended approach with online/offline meetings** | Conducting needs assessment and diagnostic of the CSP |
| **Blended approach with online/offline meetings** | Provision of individual consultations for sustainable development |

**Table 4.2: Logistical Support Details for BAP 4**

|  |
| --- |
| * Travel costs of participants from Batken and Jalal Abad to Osh. * Accommodation for up at least 20 participants. * Rent of the conference hall (Rent of a conference hall for up to 20 people (minimum 80-100 sq.m), including a projector, a screen, two microphones with an acoustic system, a whiteboard, booths) for at least 10 days. * Coffee-breaks 1 time (10 days) for 20 participants. * Meals (10 days) for 20 participants. * Stationeries (pens) for 20 participants. * Stationeries (notebook)for 20 participants. * Medical masks and disinfectants for 20 participants for 10 days. * Certificates and handouts for 20 participants. * Frames for 20 participants. * Air tickets for 5 committee members. * Transportation costs to Osh. * Printing materials for participants (at least 20 sets). |

**Table 4.3: Information Details for BAP 4**

|  |  |
| --- | --- |
| 1 | Publication in the selected newspaper(s) of press releases highlighting the terms of participation and full information about the L4Y project. The press release will need to be published at least two times. |
| 2 | Video shooting and broadcasting of the event in Osh, Jalal-Abad and Batken with comments from the organizers and with the conditions of participation and full information about the project. At least two video reports (one for each target region) will need to be shot and broadcasted. |
| 3 | Print at least two rollups with information about the project for visibility and awareness-raising. |

1. **EXPECTED RESULTS**

**4.1. Within the BAP 1:**

* A least 4-8 firms by trackers diagnosed;
* A six-month BAP for at least 4-8 target firms elaborated and conducted;
* Capacity and investment readiness of at least four target firms strengthened.

**4.2. Within the BAP 2:**

* A 7-week BAP for at least 20 target companies elaborated and conducted;
* A 2-week of capacity building training for the target companies elaborated and conducted;
* Traction support to at least 20 selected companies provided;
* At least 20 companies trained and accelerated;
* Investment readiness of at least 20 companies strengthened.

**4.3. Within the BAP 3:**

* A 3-week acceleration program (hackathon) for at least 20 e-enterprises elaborated and conducted;
* A 2-week capacity building training for at least 20 e-enterprises elaborated and conducted;
* The mentorship support for at least 20 e-enterprises provided;
* At least 20 e-enterprises trained and mentored.

**4.4. Within the BAP 4:**

* Business development needs of 10 - 20 livelihood facilities identified through a diagnosis process;
* A 4-month BAP for at least 10 - 20 livelihood facilities elaborated and conducted;
* The capacity of 10 - 20 livelihood facilities to sustain and grow their business activities strengthened.

1. **REPORTING AND APPROVAL PROCEDURES**

* The L4Y Project Coordinator and AP Acceleration Coordinator will oversee the work of the selected consultancy service provider to ensure that technical and financial aspects are coordinated accordingly during the project.
* The following reports should be prepared by the consultant:
* **Report 1:** Prepare the plan of BAP 1 and BAP 2. The report will include(i) full description of the training that is going to be provided, expected results at the end of each training module, program outline of the consultant and trainees, (ii) mentoring / tracking support templates to be prepared, (iii) monitoring and evaluation survey templates and pre- and post-tests and (iv) logistical and information support plan. It will be mandatory for the selected consultant to be able to collect feedback from the participants to the acceleration program. This feedback will need to be collected through the L4Y online platform. Timeline: No more than 20 working days upon request from the project team.
* **Report 2:** Prepare the plan of BAP 3. The report will include(i) full description of the training that is going to be provided, expected results at the end of each training module, program outline of the consultant and trainees, (ii) mentoring / tracking support templates to be prepared, (iii) monitoring and evaluation survey templates and pre- and post-tests amd (iv) logistical and information support plan. It will be mandatory for the selected consultant to be able to collect feedback from the participants to the acceleration program. This feedback will need to be collected through the L4Y online platform. Timeline: No more than 20 working days upon request from the project team.
* **Report 3:** Prepare the plan of BAP 4. The report will include (i) full description of the training that is going to be provided, expected results at the end of each training module, program outline of the consultant and trainees, (ii) mentoring / tracking support templates to be prepared, (iii) monitoring and evaluation survey templates and pre and posttests and (iv) logistical and information support plan. It will be mandatory for the selected consultant to be able to collect feedback from the participants to the acceleration program. This feedback will need to be collected through the L4Y online platform. Timeline: No more than 20 working days upon request from the project team.
* **Report 4:** Final report on the four business acceleration programs delivered. The report should include (i) photos, results at the end of each training module, reflection for the consultant and trainees on possible improvement to the training program, (ii) mentoring / tracking support provided torticipants, (iii) finding from monitoring and evaluation surveys, including pre- and post-test survey findings and (iv) confirmation by MSDSP Monitoring and Evaluation Specialist that feedback from participants to the different acceleration programs have been received through L4Y online platform. Timeline: No more than 20 working days upon request from the project team.

**6. TIMING**

The duration of this assignment is from October 2021 until April 2022.

**7. RESOURCES**

The following resources will be provided under MSDSP KG:

* Provide the consultant with the list of training participants.
* Provide the consultant with the full information necessary to carry out this assignment.
* Verification and approval of all the training materials prepared by the consultant.
* Verification and approval of consultant’s reports.

**8. SKILLS AND EXPERIENCE**

Minimum criteria for selecting service providers for delivery for the Provision of Consultancy and Organization Services for Four AP Business Accelerations include:

* Trackers with at least three years of experience and deep understanding of of the product development in traditional and ICT-sector – 25 scores;
* Trainers with at least five years of experience in -conducting business topics – 25 scores;
* At least two to five of experience in delivering capacity building events (training, workshop, hackathons) with information support and strong networking ability – 25 scores;
* At least two years of experience in providing logistical support for the organization of public events – 25 scores.

**Technical and financial proposals must meet the following methodology/work plan requirements:**

The number of points awarded to each of the following points is based on two sub-criteria and the corresponding percentage:

Methodology and work plan - 20%

Experience and qualifications of key personnel (see Table below) - 80%

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| **№** | **personnel** | **Education background** | **General experience** | **Specific experience** | **Score** |
| 1. | Manager (1 position) | Bachelor's degree or equivalent in education, psychology, business administration or similar fields. | At least five years experience | At least five years of experience in supervising the implementation of activities focusing on organizing public events (workshops, etc.). | 10 |
| 2. | Assistant (1) | Bachelor's degree in economics or other equivalent degrees. | At least two years experience | Experience in organizing logistic support for the organization of public events (workshops, etc.), including information campaigns related to those events. | 5 |
| 3 | Assistant (1) | Bachelor's degree in marketing or other equivalent degrees. | At least twi years | Experience in organizing logistic support for the organization of public events (workshops, etc.), including information campaigns related to those events. | 5 |
| 4 | First Trainer (1) | Bachelor's degree in economics or other equivalent degrees | At least five years experience | Experience of at least five years in conducting training and mentoring support on Unit Economy Calculation, Market analysis (Total Addressable Market/ Serviceable Available Market/ Serviceable Obtainable Market), Testing of marketing channels. | 5 |
| 5 | Second Trainer (1) | Bachelor's degree in economics or other equivalent degrees | At least five years experience | At least five years experience in Business Process Optimization. | 5 |
| 6 | Third Trainer (1) | Bachelor's degree in economics or other equivalent degrees | At least five years experience | At least five years experience on Financial Managerial Accounting. | 5 |
| 7 | Fourth Trainer (1) | Bachelor's degree in economics or other equivalent degree | At least five years experience | At least five years experience in conducting training and mentoring support on marketing and sales. | 5 |
| 8 | Fifth Trainer (1) | Bachelor's degree in economics or other equivalent degree | At least five years experience | At least five years experience in the field of conducting training and mentoring support on strategic planning and scaling up for small and growing businesses | 5 |
| 9 | Sixth Trainer (1) | Bachelor's Degree in economics or other equivalent degree | At least three years experience | At least three years experience in the field export. | 5 |
| 10 | First Lead Tracker (1) | Bachelor's Degree in economics or other equivalent degree | At least three years experience | Deep knowledge of the value proposition formation of a business, Customer Development model, Hypothesis — Action — Data — Insight cycles, unit economics, sales funnel;  Experience working with accelerators and incubators; | 5 |
| 11 | Second Tracker (1) | Bachelor's Degree in economics or other equivalent degree | At least three years experience | Deep knowledge of the value proposition formation of a business, Customer Development model, Hypothesis — Action — Data — Insight cycles, unit economics, sales funnel;  Experience working with accelerators and incubators; | 5 |
| 12 | Third Tracker (1) | Bachelor's Degree in economics or other equivalent degree | At least three years experience | Deep knowledge of the value proposition formation of a business, Customer Development model, Hypothesis — Action — Data — Insight cycles, unit economics, sales funnel;  Experience working with accelerators and incubators. | 5 |
| 13 | Fourth Tracker (1) | Bachelor's Degree in economics or other equivalent degree | At least three years experience | Deep knowledge of the value proposition formation of a business, Customer Development model, Hypothesis — Action — Data — Insight cycles, unit economics, sales funnel;  Experience working with accelerators and incubators. | 5 |
| 14 | Fifth Tracker (1) | Bachelor's Degree in economics or other equivalent degree | At least three years experience | Deep knowledge of the value proposition formation of a business, Customer Development model, Hypothesis — Action — Data — Insight cycles, unit economics, sales funnel;  Experience working with accelerators and incubators. | 5 |
| 15 | Sixtht Tracker (1) | Bachelor's Degree in economics or other equivalent degree | At least three years experience | Deep knowledge of the value proposition formation of a business, Customer Development model, Hypothesis — Action — Data — Insight cycles, unit economics, sales funnel;  Experience working with accelerators and incubators. | 5 |
| TOTAL | | | | | 80 |

The bidder is welcome to propose additional positions. However, a sound argument should be provided.

**9. Payment Schedule**

* 30% of the contract amount after submission and approval of Report 1.
* 30 % of the contract amount after submission and approval of Report 2.
* 30 % of the contract amount after submission and approval of Report 3.
* 10% of the contract amount after submission and approval Report 4, including all financial and administrative reports as requested by MSDSP KG.