Terms of References

**For engagement of consultant for conducting workshops for Business Model Canvas under the project “Organizational development of RDN and development of sustainable models for food security for local communities”**

# I. Background

The project “Organizational development of RDN and development of sustainable models for food security for local communities” supported by We Effect started in May 2021.

The project objective is *“providing support in rural development especially for poor members of the communities in the selected market systems so that local communities are resilient and sustainable.”* The project will be based on two outcomes with the first one being focused on the implementation of MSD-based pilot interventions. The second outcome is referring to “increased organizational capacities and financial sustainability of RDN of NM.”

# II. Objective of the assignment

To increase the organizational capacity of the RDN, an assessment of the needs of the RDN was carried out and business models that would contribute to the organizational capacity were identified. With the strategic framework and the need for sustainable models for RDN and its significance for the organization, the Analysis is structured to provide direction and further steps for RDN activity in achieving sustainable organizational development in the coming years. The Analysis also includes an indicative action plan that includes activities that will contribute to the precise definition of organizational business models. In accordance with the activities listed in the indicative action plan, a consultant will be engaged to conduct two workshops on the Business Model Canvas. In the September/December period, the consultant is expected to carry out the following activities:

* To develop a methodology based on which the workshops will be conducted;
* To implement a workshop with RDN members and employees, and define the basic 9 blocks of a business model, including value proposition hypothesis, key constraints and drivers;
* To implement a workshop for future options for BMC for RDN, an approach to revising and adapting BMC for implementation and monitoring purposes.

The time frame for completing the assessment is 5 consultancy days.

# III. Duty travel & accommodation

The offered price should include all expenses, including travel and accommodation.

# IV. Coordination & reporting

The hired expert will report and coordinate the implementation of the assignment to RDN of NM’s organizational coordinator, Mrs. Elizabeta Risteska Mrcheska. Upon finalization of the assignment, the expert will prepare a final report, including:

* A description of performed activities and achieved results;
* Conclusions and recommendations for future steps;
* Photo documentation from performed activities;
* A list of training participants.

# V. Qualification requirements

Eligible experts should fulfil the following technical criteria:

**Technical criteria:**

* At least a Bachelor’s degree;
* Experience in working with Business Model Canvas;
* Competence in analytical research and organizational development;
* Experience in providing reports.

**Recommended experience:**

* Previous experience in developing business models;
* Previous understanding in the civil society sector.

# VI. Application procedure

Interested applicants should submit the following information:

* Updated CV
* A financial offer based on 5 consultancy days, including all taxes and other expenses such as travel costs, per diems, insurance, etc.
* Duration of validity of the offer
* Signed declaration for relationship

Any questions raised from this ToR should be submitted by email to [elizabeta.r@ruralnet.mk](mailto:elizabeta.r@ruralnet.mk), no later than 16.09.2022 by 16:00h.

The deadline for application is 20.09.2022 by 16:00h. The application should be submitted to the following e-mail addresses: [elizabeta.r@ruralnet.mk](mailto:elizabeta.r@ruralnet.mk) and [vancho.n@ruralnet.mk](mailto:vancho.n@ruralnet.mk).

# VII. Evaluation of the offers

Incomplete applications will be rejected in the first phase – administrative check and will not be taken into consideration.

The evaluation criteria will be followed by the requested price and the competence of the applicant.

# VIII. Terms of payment

The payment will be done after full completion of the assignment, and approval of the final report with the accompanying annexes.

This activity is covered by budget line 4.5.2.4 – Business model development.

# IX. Declaration of relationships

The applicant should describe if their organization/employees have any business or personal relationships with closely associated parties from We Effect, its Regional Office in Skopje, its governing bodies, and employees or with similar bodies/persons of the Client [**RDN of NM**].

A closely associated party (persons, physical or legal) as per We Effect’s definition is considered a person who has the possibility to exert control over, or significant influence on, the other person when it comes to financial and operative decision-making concerning an activity. The purpose of the Declaration is to disclose such information which makes the application and evaluation process more transparent and supports the bids in its relevance according to conditions on the open market.