



Terms of Reference for Individual or Consulting Firm to Provide Technical Support for Incubation Program

Background and Context

Mzuzu Entrepreneur Hub is a social enterprise registered under company's incorporation Act TMBRS 1010145 established with the aim of building a community of young entrepreneurs who are creating innovative solutions and contributing to the development of their communities through job creation and poverty eradication based in the northern region of Malawi.

Our aim as a social enterprise is to ensure that we help our start-ups and SMEs attain their goals by using best practices and providing the best evaluation tools and other form of guidance that will be helpful to our clients. We have set processes and structures in place that enable our team best interpret the Malawi's' economy and use this in helping our clients become the success they intend to be. We know that there is no one best incubation practice that would suit all our clients and ensure that they become a success and in this regard, we intend to have a synergy of multiple policies and services so as to have optimal outcomes that will be most suitable for specific clients' needs.

Mzuzu E-Hub aligned with its Strategic Plan 2018 – 2023 provides co-working space and business incubation support to youth led start-up ventures under an initiative called Bizcubation. Bizcubation brings new and innovative business ideas to life. We connect business experts, mentors and coaches, co-working facilities, wide network of investors, networking events and capacity building sessions for the benefit of 25 youth led start-up ventures annually.

Bizcubation portfolio companies benefit from determining the best business model and marketing strategy to commercialize their idea and measure the social impact, developing investor proposals for funding and developing significant contact network.

It is against this background that Mzuzu E-Hub requires services of a consulting firm or individual to mentor the organization towards reshaping the existing business model and implementation plan. This is geared to establish a framework that enables Mzuzu E-hub to develop capacity of the entrepreneurs at the same time become self-sufficient while developing the human capital.

It aims to serve as a guide that stipulates strategic directions toward the core business of the organization. The document will also highlight the matrix towards sustainability including the skills and knowledge required towards implementation of the model. The consulting firm or individual will deliberate upgrading of organization strategies in programming, monitoring and evaluation and financing including employees' professional knowledge and technical skills.

The assignment will assist Mzuzu E-Hub to realign the program objectives with what is working in Malawi and internationally, identify capability gaps that need to be addressed and propose measures going forward. This will assist in building the information bank that shall inform Mzuzu E-Hub on how it can close the existing gaps.

1. Project Objective

Mzuzu Entrepreneur Hub with support from the Dutch Good Growth Fund (DGGF) under the Incubation and Ecosystem Programme seeks to have an improved and sustainable business model and implementation plan that delivers on its organizational strategy. The framework will define Mzuzu E-Hub's core, technical, functional competencies as well as supportive behavioral indicators required to achieve its goals. A skills audit will provide the hub with adequate information in relation to each employee's competency profile and hence inform the decision makers on an appropriate and comprehensive skills development plan and other related measures to bridge identified gaps. Mzuzu E-Hub intends, through this exercise, to understand each employee's skills, academic achievement, competency levels, gaps and development needs towards achieving the organizational objectives.

1. Project Activities, Milestones, and Deliverables

The consulting services will include, but not limited to the following scope of services;

- a. Review the capacity of the organization and programmes, the current business model as well as the monitoring and evaluation framework on the approved organization strategy (2018 – 2023) and provide Mzuzu E-Hub with suitable adjustments;
- b. Identify required functional and technical competencies that will support Mzuzu E-Hub to achieve its strategic objectives for at least a period of 5 years;
- c. Support the Mzuzu E-Hub team to prepare a Business Model Write Up: value proposition, cost structure; revenue streams etc.;
- d. Support the Mzuzu E-Hub team to develop a technical concept proposal for the incubation program;
- e. Suggest interfacing of the framework with the organization strategic and business plans and the Human Resource of the organization;
- f. Prepare and present new business model linking the work scope for Mzuzu E-Hub, its clients and stakeholders to the ecosystem;
- g. Link the results of SWOT analysis to the new developed business model and implementation plan with all other relevant documents produced;
- h. Conduct of Orientation/Trainings/Workshops/consultative and validation meetings.

2. Qualifications of Individual or Consulting Firm and Key Staff

Interested Individual(s)/Consulting firms should clearly demonstrate their relevant expertise in developing/designing sustainable business development models, programme designing, monitoring and evaluation frameworks and carrying out skills development for the organization. The assignment requires an experienced individual or consulting firm capable of communicating effectively with the management of the Mzuzu E-Hub.

The consulting firm or individual should have well qualified and competent professional staff at all times in the execution of the assignment and shall therefore propose a team of experts that is capable to deliver the services in accordance with the requirements defined in these TORs. The consulting firm or individual should submit a proposal that will highlight the financials, methodology, technical approach to be used while conducting this assignment, present similar assignments that were previously successfully performed, clear time lines in which to perform the assignment and CVs for all key staff in their proposed team. All CVs must meet the minimum requirements as indicated in the Request for Proposal.

The proposal shall include the following key professional staff as minimum:

Team Leader and other experts

- a) A minimum of Masters' Degree in Business Management majoring in development finance, Business Administration or any other specialization related to the assignment;
- b) At least 5 years of prior work experience in similar or related assignments with enterprises focusing on organization business models that are sustainable and self-sufficient;
- c) Demonstrate experience and thorough knowledge on incubation processes;
- d) Demonstrate relevant experience in a context similar to Mzuzu E-Hub and Malawi's operating entrepreneurial ecosystem;
- e) Demonstrated knowledge and experience in conducting capacity building needs assessment with implementable solutions;
- f) Demonstrated knowledge and experience in undertaking research especially in the area of incubation and business development;
- g) Demonstrated experiences and interpersonal and communications skills in facilitating stakeholder/working group consultations including a proven record of accomplishment of written, analytical, presentation and excellent reporting skills;
- h) Relevant regional, national, and international experience will be an added advantage.

Other Experts

A team of experts should demonstrate solid and relevant qualifications and knowledge with relevant experience in Social Enterprises preferably incubators, accelerators and co- working spaces. Development in carrying out assignments in the following areas;

- Developing sustainable Business Model
- Developing implementation framework
- Staff Skills Development

1. Duration of the consultancy

This assignment is estimated to run for approximately 3 months and the consultant is expected to work approximately 25 days during the assignment. The consulting firm or individual will work closely with the heads of departments. All heads of divisions will be project managers in respective technical and functional areas. The Programs Director will be responsible for the overall coordination of the project. The consulting firm or individual shall from time to time, submit and share the progress reports as will be agreed.

The contract can be extended to increase the scope, level of effort and/or duration, as determined by the donor.

2. Project Location

The assignment shall ideally be a combination of in-person and remote engagement. Given the current global pandemic, should the situation worsen, the consulting firm or individual shall be able to implement the assignment 100% remotely.

3. Timeline of Deliverables

The reporting timelines and deliverables shall be as follows:

Phase	Action	Timeline
1. <u>Off-site Orientation</u>	<ul style="list-style-type: none"> - Off-site kick-off between the consulting firm or individual and Mzuzu E- Hub team to align expectations, timelines and dedication. - Off-site orientation of current status of: <ul style="list-style-type: none"> (a) The Mzuzu/Malawi ecosystems and Mzuzu E-Hub's positioning/value proposition (b) Mzuzu E-Hub target clients and service offering (c) Mzuzu E-Hub business model (activities, partnerships, revenue streams, key resources and cost structure) - Draft write-up of Mzuzu E-Hub's SWOT (or similar assessment) 	2 Weeks
2. <u>On-site</u>	<ul style="list-style-type: none"> - On-site visit of Mzuzu E-Hub team, client enterprises and ecosystem stakeholders (with a focus on Mzuzu E-Hub's current and potential partners like Standard Bank) to validate findings & conclusions from activity 1 - Team sessions to discuss findings and introduce ideas and best practices in line with SWOT on: - 	1 week

<p>2. <u>On-site</u></p>	<p>(a) Positioning: refining Mzuzu E-Hub's unique value proposition and key partnerships</p> <p>(b) Target entrepreneurs and service offering: addressing target entrepreneurs' needs with value adding services.</p> <p>(c) Business model with a focus on:</p> <p style="padding-left: 40px;">cost structure and revenue streams,</p> <p style="padding-left: 40px;">Key resources incl. HR (roles & responsibilities, organogram, FTE dedication & growth, training needs) and processes & administration (enterprise screening (ESG), selection, program evaluations, (impact) monitoring).</p> <p>- Outline action plan for Mzuzu E-Hub team to refine their business model and implementation plan.</p>	<p>1 Week</p>
<p>3. <u>Off-site support,</u></p>	<ul style="list-style-type: none"> - The Mzuzu E-Hub team will derive business model and implementation plan. - The mentor will be on stand-by to provide feedback & suggestions as the team develop these items - Development of an incubation program technical proposal 	<p>4 days</p>
<p>4. <u>On-site coaching</u></p>	<ul style="list-style-type: none"> - On-site visit of Mzuzu E-Hub team to shadow them in implementing their new model and plan. 	<p>4 days</p>
<p>5. <u>Off-site wrap-up</u></p>	<ul style="list-style-type: none"> - Final submission of business model and implementation plan with other relevant documents developed by the team. - Final write-up of mentor on their assessment of the process, team and key points of focus moving forward - Final submission of the final technical concept proposal. 	<p>2 weeks</p>

4. Variations

Any changes to the work plan and milestones/timeline will be discussed between the consulting firm or individual and Management of Mzuzu E-Hub and will require prior consultation with an approval from the DGGF.

5. Knowledge Transfer

The consulting firm or individual will involve all Heads of Departments (Programmes, Monitoring and Evaluation, Finance, and Communication), the Managing Director and where necessary the Board of Directors with a facilitation of the organization's business model and implementation plan. This will enable the consultant share knowledge and experiences in the development of Organization business Models and Implementation plan. The consulting firm or individual will also conduct a staff skills audit, identifying gaps for human resource prior to implementing the Business Model.

6. Intellectual Property

All works and information gathered as a result of this assignment will remain the property of Mzuzu E-Hub. Hence, consulting firm or individual cannot use it for his/her personal benefit without the permission of Mzuzu E-Hub otherwise legal processes may be instituted against such.

7. Counterpart and Responsibilities

The successful consulting firm or individual will report to the Managing Director of Mzuzu E-Hub who will be responsible for all logistical arrangements. All arrangements in case of stakeholder engagement workshop must be included in the proposal. Mzuzu E-Hub will provide facilities for meetings, introductions and office to access information.

8. Application method

Application prepared in English should be submitted to Mzuzu E-Hub before 1st February 2021 through the following channels:

The Chair Person,

Internal Procurement Committee,

Mzuzu Entrepreneur hub,

Kwawala House, 1st Floor, room 10.

Mzuzu.

Email: hello@mzuzuehub.org

For inquiries, contact the following numbers: +265 888 860 810 or +265 881 420 207 or email hello@mzuzuehub.org