TERMS OF REFERENCE

**Business Management Training**

 Business Management Training for Housing-Related Business Owners – June 2025

**1. Introduction**

**SARD** is a non-governmental organization committed to building resilience and promoting self-reliance among individuals and communities affected by conflict and natural disasters. We champion the localization of humanitarian assistance and strive to provide critical resources and innovative opportunities that enable affected populations to thrive. ARD operates across the sectors of Food Security, Non-Food Items, Shelter, WASH, Protection, Early Recovery and Livelihoods. In 2023, following the devastating earthquakes, ARD expanded its geographic scope to include response efforts in Türkiye.

**IHH (Humanitarian Relief Foundation)** is a Turkish non-governmental organization with active operations in 123 countries across five continents. IHH works in various sectors, including Shelter, Emergency Relief, Livelihood Support, Education, and Health. The organization is actively involved in the construction and rehabilitation of essential infrastructure, such as schools, cultural centers, health facilities, and hospitals. IHH also places strong emphasis on vocational training and the provision of tools and equipment to support local economies and build skills within affected communities. In the aftermath of the 2023 earthquakes, IHH played a pivotal role in the emergency response, particularly in Hatay, leveraging its extensive local networks and expertise to deliver rapid shelter solutions and life-saving aid.

This Terms of Reference (ToR) is part of a 12-month multisectoral intervention aimed at supporting the sustainable recovery of earthquake-affected communities in Adıyaman and Hatay. Implemented by **SARD** and **IHH** with funding from **Habitat for Humanity International**, the initiative promotes an integrated, community-centered recovery approach. Key components include shelter rehabilitation, restoration of communal infrastructure, and livelihood recovery. The **Income-Generating Activities (IGA)** component—particularly the **business management training**—is a cornerstone of the livelihood support strategy and constitutes the primary focus of this ToR.

**2. Purpose and Objectives**

SARD and IHH are seeking to commission a single-service provider to provide business management training on how to manage and recover businesses post crises. The training will be provided to 110 beneficiaries who are small business owners working in housing-related sectors (e.g., construction, carpentry, plumbing, electrical works, etc.). The project seeks to offer comprehensive business management training programs designed to enhance financial literacy, improve business planning, and develop effective management skills. This training will help business owners navigate the post-disaster economic landscape, manage their finances more.

While the target group comprises individuals already selected based on project criteria, the training design will ensure inclusive participation. A strong emphasis will be placed on tailoring content and delivery methods to engage women-led businesses, persons with disabilities, and other underrepresented groups among the selected beneficiaries, promoting equitable learning outcomes across diverse participants.

**Location:**

**- Adıyaman**: 60 beneficiaries

- **Hatay**: 50 beneficiaries

The selected company is responsible for organizing and delivering the training in both cities.

The training will target 110 beneficiaries in total — 60 in Adıyaman and 50 in Hatay. In each city, participants will be divided into two groups, with each group consisting of approximately 25 to 30 participants. The training for each city may be organized in one of the two modalities:

**Option 1**: Both groups attend in the same week, with one group in the morning and the other in the afternoon.

**Option 2**: Each group attends separately for over two weeks, with one group completing their training in the first week and the second group in the following week.

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- **Schedule**: The training will take place during June 2025, with each group receiving training

- **Training language**: Turkish

- **Training duration**: Each group will receive 5 days (20 hours) of training

- **Training Modules Tailored Business Management Curriculum**: five-day training for 4 cohorts split between Adiyaman and Hatay, covering the below:

- **Financial Management and Planning**: Participants will gain insights into understanding financial statements, budgeting techniques, and effective financial planning strategies. This module aims to empower participants with the skills needed to manage finances efficiently, ensuring sustainable business practices.

- **Accounting**: This module covers basic accounting principles, including bookkeeping and financial reporting. Participants will learn how to maintain accurate financial records, essential for informed decision-making and compliance with financial regulations.

- Business **Disaster Recovery Strategies**: Focused on business continuity and disaster risk reduction strategies, this module equips participants with the tools to navigate challenges in managing their businesses posed by natural disasters like earthquakes. It emphasizes proactive planning and resilience-building measures to safeguard businesses against future disruptions.

- **Marketing**: Through market analysis, branding strategies, sales techniques, and customer engagement tactics, this module aims to enhance participants' ability to effectively reach and expand their customer base. It empowers businesses to adapt and thrive in competitive environments post-earthquake.

- Business **Risk Management**: Participants will learn to identify, assess, and mitigate various business risks. This module emphasizes proactive risk management strategies to minimize vulnerabilities and optimize operational resilience in the face of risks, with emphasis on disaster resilience.

- **Business Plans**: Starting from the first day of training, each module will include dedicated time to work on specific sections of the participant’s business plan. Trainers will guide participants step by step, helping them apply what they learn in each session directly into their plans. Throughout the training week, participants will gradually build their business plans with support from trainers. On the final day, trainers will conduct a dedicated session to explain the structure of a complete business plan, review drafts with each participant, and provide final guidance to ensure that each beneficiary finishes the training with a well-developed, tailored business plan focused on recovery and sustainability, and expanding beyond the received grant.

**Deliverables and Outputs**

* **Facilitation Materials**: All materials required for facilitating the training should be provided, including handouts, training material and achieved training results.
* **Attendance Sheets:** Attendance sheets signed by the beneficiaries attending the training, available in both soft and hard copy.
* **Pre and Post Tests:** Tests completed by the trainees before and after the training, available in both soft and hard copy, with test scores, to assess participants’ performance during the training.
* **Post-training Evaluation form and Report:** Evaluation of training and participant feedback, consolidated into an evaluation report with key findings and recommendations.
* **Comprehensive Report:** A final narrative report summarizing all implemented training and achieved training results.

**Qualifications of Consultancy/Company Team:**

**Roles and Responsibilities:**

**Consultancy Firm:**

* Design and submit a tailored 5-day business management training curriculum
* Prepare and deliver all training materials, including handouts and visual aids
* Facilitate training sessions in Adıyaman and Hatay (4 cohorts total, 110 individuals)
* Administer pre- and post-tests and analyze results
* Support participants in developing individual business plans and risk management
* Submit attendance sheets, training evaluations, pre and post tests with scores, and final reports
* Ensure timely communication and coordination with SARD and IHH
* Deliver training certification to participants

**SARD and IHH:**

* Provide participant lists for both locations...
* Review and approve training materials and methodology
* Monitor training sessions and provide feedback
* Approve final reports and deliverables
* Handle logistics (venues, refreshments, stationery/supplies)
* Mobilize and contact training participants and invite them to the training

**4**. **Submission Requirements**

1. Technical proposal that includes:

* A detailed, five-day (20-hour) training curriculum—including learning objectives, session plans, and facilitation material (i.e.: participant handouts and/or slide decks).
* A detailed agenda for each training, including a description of the methodology and facilitation techniques used to deliver the sessions—and outlining approaches for supporting businesses with business plan development and risk management, along with the relevant templates (where applicable). The training agenda is to include a short break.
* Pre- and post-tests aligned with the curriculum.
* Training evaluation forms
* Activity reporting template/outline

1. Documents to demonstrate appropriate experience and qualifications in similar trainings – to include:

* CVs of the consultancy team and trainers.
* Consultancy team composition and roles.
* Three to five of the following: reference letters, contracts.

1. A financial proposal detailing the costs associated with the design, preparation, delivery, and reporting of the training.

**Submission Guidelines:**

* Applicants' bank account.
* Company registration.
* The deadline to submit offers is 10 Jun 2025, by 11:59 PM Türkiye. time. Offers submitted after the deadline will not be evaluated.
* For inquiries, please email: procurement@sardngo.org. The email inquiries subject line should start with: “Inquiries – Business Management Training”.
* All offers should be submitted to SARD and IHH via email: [sard.tenders@sardngo.org](mailto:sard.tenders@sardngo.org)

**5. Selection Criteria**

Proposals will be scored according to the criteria below:

Experience and Qualifications: 50%

Technical Proposal: 25%

Financial Proposal: 25%

**Experience and Qualifications:**

Reference letters, contracts for similar training for official consideration, **each contract needs to be signed and stamped by both parties / reference letter needs to be signed and stamped by the Donor/Organization or it won’t be considered valid).**

The maximum points are 25 (5 points for each contract, or letter).

**Any experience and reference score that is less than 15 of 25 will be rejected.**

Similar training refers to training programs that share relevant themes or target similar groups — such as small business owners involved in income-generating activities. These trainings may cover areas like financial management, marketing, business planning, or business recovery. The content does not have to be identical, but there should be clear overlap in objectives or participant profiles.

**Technical Proposal:**

The Submit proposal (Training Curriculum) should be include the criteria below:

1-Clarity of Objectives and Relevance of Content and the content align with the required topics in the ToR

2-Logical Structure and Daily Schedule (day-by-day training schedule)

3- Interactive and Practical Elements (the methodology include activities like group work, discussions, case studies, or practical exercises)

4-Integration of the Business Plan (the business plan developed gradually across the training days)

5-Availability of Evaluation and Documentation Tools (tools such as pre/post-tests, or evaluation forms included or explained)

Each criterion must be scored either 5 points (fully met) or 0 points (not clear or insufficient). No partial scores are allowed.

**Any missed of the required criteria in the proposal the offer will be rejected**

**Financial Proposal** :

Any financial quote submitted that exceeds the SARD and IHH available budget will be automatically rejected.

**6. Exclusion Criteria**

- Offers submitted after the deadline will not be evaluated.

- Any financial offer that is not clear will be rejected.

- Any experience and reference score that is less than 15 of 25 will be rejected.

- Any proposal that does not include the requested deliverables within the requested timeline will be rejected.

-Any financial quote submitted that is higher than SARD and IHH available budget will be automatically rejected.

-Any company that submits an offer to implement the training in only one city (either Adıyaman or Hatay) will be excluded from the evaluation. Only proposals covering both cities will be considered eligible.

-After the evaluation, SARD will contact the selected company to modify the curriculum based on SARD’s requirements (if need it). If the company is unable to modify it accordingly, the offer will be rejected, and SARD will proceed with the next qualified company.

**7. Timeline**

The training is expected to start end of June /first of July 2025 and will be implemented over 1 or 2 weeks. Each training day will consist of 5 days, including a short break.