

## TERM OF REFERENCE

### Recruitment of consultant for conducting a business process analysis & proposing an improvement plan Under the framework of the Regional Biotrade Project – phase II

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#### Background:

Center for Rural Economy Development (CRED) is a non-profit organization (NGO) working for the elimination of poverty and greater inclusion of disadvantaged groups including the poor, women, youth, and ethnic minorities in sustainable development and economic growth. By now, CRED has implemented development projects and provided consultant services in the fields of sustainable agriculture and forestry supply chain including planting, exploiting, processing and exporting products in compliance to international standards, promoting climate resilient agriculture for sustainable livelihoods and environmental protection, and implementing sustainable tourism initiatives.

CRED is pioneering the integration of the Market System Development (MSD) in its projects to facilitate the business ecosystem in which businesses, high-quality service providers and other market players are enabled to connect effectively, improving sustainable production practices and increasing the export readiness for Small and Medium Enterprises (SMEs).

CRED is implementing the Regional Biotrade Project - phase II, having its roots in the Biotrade Initiative, started by UNCTAD. The overall objective of the project is conservation of biodiversity through sustainable trade of biodiversity products in a manner that integrates local exporters/ producers into global value chains and increased income for the rural population women and men that depending on biodiversity resources for their livelihoods in the Mekong region.

One of its outcomes is to enhance BioTrade companies's business processes and management capacities needed to export and grow. To realize this goal, CRED is looking for an individual consultant, or consultant team, or consulting company to conduct an export process analysis, and propose an improvement plan for tentatively 08 companies (DACE, visimex, Luong Quói, Vinasamex, Hagimex, Vietpepper, Đức Phú, Trường Giang) in natural ingredient sector.

#### Objectives:

- Map and analyze the current business/export process of the companies

- Identify their inefficiency, inaccuracy, and inability in any steps/areas of the process (Export marketing strategy, Compliance, Export Logistics, Marketing and Promotion, Sale and Contracting...)
- Analyze the potential reforms which could help the company save time and cost for their business management, and increase the competitiveness in the export market in the long run.
- Develop an improvement plan.

### **Specific tasks:**

Consultants are encouraged to propose the necessary tasks to conduct this assignment. The below steps are just for reference.

- Review the profiles and website of selected companies to get an overview of their commodities, and business process management for export
- Interview the project team to get further information.
- Request the companies to send necessary documents for analysis.
- Develop survey tools to be sent to the selected companies to collect the information on their current export process, their business management issues, needs and their expectation for a better business process.
- Interview the companies
- Write an analysis report on the key findings, and propose the improvement plan for each company.

### **Approaches:**

- Desk review
- Interview project team
- Survey tools
- Interview, in-depth discussion with companies
- Collect feedback for the draft report via email or meetings

### **Expected deliverables:**

A 5-page report for each company is to be developed, covering the minimum content:

- Their background, main export market, key commodities...
- A map of their current business process, with an analysis of strengths and weaknesses
- A more efficient business process is to be proposed, with explanation

- An improvement plan, which specifically proposes a list of the activities the companies should implement to realize the changes. This plan should also include the recommendations of relevant trainings on business knowledge, management skills, system improvement, and service support on resource managements, administrative and structural management.... These activities should be listed in the order of priority/importance.
- An annex of survey questionnaires for companies
- An annex of the transcription for each in-depth interview.

#### **Timeline:**

Expected implementation time is August - September 2021. The consultants are expected to propose a detailed timeline for conducting this assignment in the proposal

#### **Required skills and Experience:**

- Consultants have education degree in trade, marketing, import & export and other related field.
- Minimum 10 years' experience in providing similar consulting services.
- Experience working in trade promotion projects, with NGOs, especially related to SME and private sector development, and biodiversity and nature conservation is an advantage.
- Experience in conducting similar assessment
- Have a good command of English, especially in writing.

#### **Application requirements:**

Qualified candidates are strongly encouraged to apply for this assignment. Please send a technical and financial proposal to the following email: [lien.nguyen@cred.org.vn](mailto:lien.nguyen@cred.org.vn) and cc to: [cred@cred.org.vn](mailto:cred@cred.org.vn). The proposal should include the following information:

- Understanding of consultants on this assignment
- A brief of similar experiences in working with private sector
- CV of the consultant/consultants
- Specific timeline for implementation
- **A financial proposal for each company** (only the consultancy fee needs to be indicated, other costs such as travelling will be covered by CRED based on its cost norm regulations)

The application should be submitted no later than 06<sup>th</sup> September, 2021. The proposals will be treated on “first come first served” basis.