

SCOPE OF WORK Short Term Technical Assistance

Solutions for Growth of Apparel Micro- and Small Enterprises

Organization:	Short Term Technical Assistance (STTA)
Project:	USAID Enterprise Competitiveness Project
Location:	Kyrgyz Republic
Timeframe:	March-December 2019
Level of effort:	75 business days (intermittent basis throughout a year)

Introduction

The USAID's Enterprise Competitiveness Project (USAID ECP) aims to accelerate sales growth and increase job creation among Kyrgyzstani small and medium enterprises (SMEs). The USAID ECP will partner with end markets, SMEs, business development/advisory service providers, government agencies, associations, and other market actors who are willing to co-invest to accelerate inclusive, market-led growth by fostering a system that increases market access and competitiveness, catalyze investment, unlocks opportunities for women and youth, builds skills, and encourages a more enabling business environment.

The Enterprise Competitiveness Project Team learned that there are hundreds of micro, small and medium enterprises engaged in garments manufacturing in and around Dordoi bazaar in Bishkek. To determine if these enterprises are among the target SMEs for project support, the project team carried out a rapid assessment of 22 enterprises around the Dordoi and Madina bazaars in December 2018. This small, but representative sample brought the following conclusions: (i) The enterprises in the sector are predominantly women owned, (ii) The enterprises are generally small with 10-49 employees, (iii) In spite of the many challenges, most enterprises have been operational more than 3 years, and a substantial number have been operating for more than 10 years. This indicates that the sector is vibrant and enterprises in the sector are generally viable. (iv) Clearly surrounding Dordoi is a huge cluster of women owned and managed enterprises that could potentially be supported for growth if the challenges can be addressed. Two core challenges identified across all 22 enterprises were the following:

1. High seasonality of business operations: high number of orders in spring-summer-autumn season and lack of orders in winter
2. High turnover and lack of seamstresses in high season
3. Low skills of workers

Findings of the study are available and will be shared with the STTA implementor.

Purpose of The Assignment

The purpose of the assignment is **to address the challenges and to grow micro- and small enterprises in the apparel sector** both formal and informal in Bishkek.

Specific Tasks of the STTA:

INCEPTION PHASE- LOE – 15 days

1. Desk review of available information sources.
2. Engage enterprises, buyers, experts, and all relevant market players to come up with analysis of challenges and propose plausible solutions.

3. Elaborate the top two most viable options to address the challenges with detailed set of activities, requirements, analysis of pros and cons, timeline, costs.
4. Submit inception report that includes the analysis and proposed options for approval by the USAID ECP Management.

IMPLEMENTATION STAGE - LOE – 60 days (in Bishkek and on distance)

5. Workplan with milestones and timelines aimed at: a) establishing systems/mechanisms to address the challenges, b) obtaining supply contracts for these enterprises covering longer timelines, and c) increasing sales of these enterprises.
6. Presentation of the workplan to the Project Management and to representatives of the enterprises.
7. Carry out mid-term assessment and implement appropriate changes to the workplan as approved by the Project Management.

Note on implementation: The program will be implemented in two clusters of target enterprises. Each cluster comprising of 10-15 enterprises. These clusters can be formed around the following two locations:

- ❖ Triod location near Madina apparel fabrics market in Bishkek. Triod contains 50-60 apparel workshops in one building, producing various garments including underwear, dresses, suits, jackets, coats, outwear clothing.
- ❖ “Pervoe May” building on the way to Dordoi market in Bishkek. Pervoe Maya includes 100 and more apparel workshops, producing all types of clothing.

Other locations may also be considered.

8. The following deliverables are expected:

Deliverables	Due Date	Payments
<ul style="list-style-type: none"> • Inception report including: findings from desk research, analysis and conclusions from the meetings with businesses, buyers, and other market players, identification of most optimal options of business support to apparel enterprises, a travel plan, list of 20-30 enterprises divided into 2 clusters. • Baseline data on apparel workshops performance on season and off season (before technical assistance), sales, jobs data, and issues prohibiting their growth. • Presentation of findings of inception stage to USAID ECP. 	April 11, 2019	15% of contract amount
<ul style="list-style-type: none"> • Workplan per each cluster with target increase of sales and jobs in 20-30 apparel enterprises. • Improvement plan in the systems such as in workers retention and skills development, production processes, and sales/marketing is accepted by enterprises and USAID ECP. • At least 10 wholesale buyers with sufficient volume of orders to keep production processes at enterprises ongoing throughout the year are identified. 	May 30, 2019	15% of contract amount

<ul style="list-style-type: none"> Staff retention plans (policies) for apparel enterprises are accepted and in place in majority of the enterprises. 		
<ul style="list-style-type: none"> System solution to issues of reliable markets/buyers and regularity of orders throughout the year, such as marketing platform for clusters of enterprises and wholesale orders distribution system for large orders, established. Sales agreements between target enterprises and buyers arranged/signed. Data on apparel products sales to buyers in 2019 (volumes and sale prices) by the beneficiary enterprises. Documentation and materials of consultations, training, and other support activities delivered in April-December 2019. 	July 15, 2019	20% of contract amount
<p>Mid-term assessment report and presentation to Project Management: including progress achieved, data on sales and jobs, recommendations on workers' retention policy, the way forward.</p>	August 1, 2019	15% of contract amount
<p>Monthly reporting on the effect on jobs and sales of marketing platform, workers' retention plans, and other options as detailed in the inception report.</p>	September 1, October 1, November 1, 2019	15%
<ul style="list-style-type: none"> Report and presentation of the final assessment of the Program, results versus targets, what worked, and lessons learned. List of acceptance of services provided by sub-contractor signed by each participating enterprise. MoC with assisted enterprises for continuing reporting on sales, jobs and overall business performance. 	December 9, 2019	20% of contract amount

Other conditions

- All training contents and related learning materials must be approved by USAID Enterprise Competitiveness Project before they are used.
- All deliverables must be accepted by the USAID Enterprise Competitiveness Project before payment
- The STTA must strictly follow USAID Enterprise Competitiveness Project branding and marking rules in trainings and other events.

Required Qualifications

- Good knowledge of the apparel sector internationally;
- Familiarity with the current markets of the Kyrgyzstani SMEs engaged in apparel manufacturing
- Successful experience in providing innovative solutions to issues of workers' retention;

- Successful experience in growing sales and linking small and micro-enterprises to more reliable buyers;
- Successful experience in addressing similar challenges of micro and small apparel enterprises either in Kyrgyzstan or in another country with a similar situation that resulted in more regular orders and more predictable production schedules is an advantage;
- Strong written & verbal communication skills;
- Willingness to travel to Kyrgyzstan;
- Ability to communicate in English and Russian, knowledge of Kyrgyz is an advantage.

Please submit an electronic copy of your CV with clear information on relevant apparel expertise in English to the USAID Enterprise Competitiveness Project at email: pf@ecp-kyrgyzstan.org

Email address revised to: JoinKyrgyzstan@joinAV.org