

**SCOPE OF WORK**

**SME Inclusive Human Resource Management Capacity Building**

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| **Title: Assignment:** | Consultancy services, SME Inclusive Human Resource Management Capacity Building |
| **Project:** | USAID/Tajikistan Employment and Enterprise Development (EEDA) Activity |
| **Location:** | Dushanbe, Tajikistan with possibility to travel across Tajikistan |
| **Dates:** | January 2025 – September 2025 |
| **Duration:** | 55 working days |
| **Supervisor:** | EEDA Outcome 2 Lead |

**Project Background:**

Since 1963, ACDI/VOCA has worked in 145 developing and transitioning nations to empower people to succeed in the global economy. Located in Washington D.C., ACDI/VOCA is a non-profit organization focused on international development that provides technical design and implementation in agriculture, economic growth, and resilience to achieve better lives for people and communities by increasing economic prosperity and social inclusion.

ACDI/VOCA is implementing USAID-funded Employment and Enterprise Development Activity (EEDA). Based on findings from EEDA GYSI Analyses, employee turnover and retention are some of the biggest issues faced by businesses across sectors in Tajikistan, especially the turnover and retention of women and youth. High turnover, low retention, and absenteeism can have serious negative effects on firms’ productivity and bottom line. Recruiting, interviewing, hiring, and training new employees has significant financial costs in addition to other potential costs such as decreased workforce morale, overburdening of remaining employees, and business reputation.

While the textile sector is an area of opportunity for women, it is a low-growth, low-wage profession. Many women obtain skills at enterprises and leave with aim to earn more income independently or in a different company. Large portions of women and youth also out-migrate due to better wages earned abroad. EEDA priority sector employers further grapple with employee turnover and retention issues, influenced by market demand affecting timely salary payments. Enterprises indicate that they are not in a position to offer any benefits to their employees, but they acknowledge the importance of an attractive benefits package to keep their staff motivated. For young women in food processing, a few firms noted the physical location of their workplaces posed significant barriers as they don’t have reliable transport, and it would prove difficult to maintain a job far away from home. A couple of firms also noted that traditional cultural and gender norms constrained their ability to recruit and retain young women in their workforce. They noted that this was especially true when young women marry and are thus expected to take care of children and domestic work.

In order to analyse and address key issues contributing to high turnover overall, and among women and youth in particular, EEDA will be procuring consultancy services to provide Technical Assistance for 10 partnerships signed within EEDA, to review, assess and develop a strategy and roadmap with concrete deliverables for each of these partnerships in order to: a) assist the business in developing an action plan on improving the work conditions of their existing and incoming staff; b) provide technical assistance throughout the implementation of the action plan for select 10 SMEs; c) provide technical assistance in the process of establishing a unit within the SMEs to carry out further human capacity development initiatives.

**Assignment Objectives:**

The main objective of the consulting assignment is to build the capacities of selected EEDA SMEs in Inclusive Human Resource (HR) Management. This includes reviewing policies and practices related to hiring, benefits, career development, contracts, leave and work schedules, promotion, retention and others depending on the needs of each SME. The consultant will also build SMEs capacities in designing and managing inclusive internship/apprentice programs which grow the pipeline of young professionals, especially young women and men.

**Job Summary:**

The consultant will begin by assessing 10 selected SMEs current capacities in inclusive HR management including number of staff supporting these functions and their roles, policies, and procedures, and how these matches to the nature of the business and best practices. The target SMEs are considered medium to large enterprises in the food processing, textile, IT and start up sectors with the potential to employ more than 30 employees (full-time and part-time), operational in more than one district and are quite if not more formalized. Successful completion of this assignment will result in the Activity identifying at least 3 SMEs to build inclusive business cases related to inclusive HR management.

**Anticipated Tasks and Level of Effort:**

Up to 55 working days are authorized under this SOW, including travel days if needed.

*•* Assessment Methodology and Inception Meeting: Prepare draft methodology for SME capacity assessment and present it as well as the timeline for conducting the assessments to the EEDA team.

* Assessment: Conduct assessments of chosen SMEs including capacities in inclusive HR managements related to staffing, roles and responsibilities, policies and procedures, management capacity for career development, and developing and implementing internship programs.

*•* Report and Action Plan: Prepare reports of SMEs current capacity and present solutions to building this capacity, including a timeline for the consultant to provide the support.

*•* Train and Mentor: Provide training and mentoring to SMEs based on the approved capacity building plans.

* Final Report: Prepare and submit final report on progress of SMEs capacity plans and recommended next steps.

**Deliverables:**

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| **Deliverable** | **Due Date** |
| 1. Draft work plan methodology and inception meeting | February 28, 2025 |
| 1. Develop Action Plan and Capacity Building Plans for each SME | May 30, 2025 |
| 1. Final Report with the results of the implementation of the action plan and capacity building plans for SMEs | August 29, 2025 |

**Payment Schedule (Fixed Price):**

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| Deliverable 1 | 20% of total LOE + associated ODCs |
| Deliverable 2 | 40% of total LOE + associated ODCs |
| Deliverable 3 | 40% of total LOE + associated ODCs |

**Activity Schedule:**

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| **Dates** | **Activity** |
| February 2025 | Introductory Workshop/inception meeting |
| March 3 – April 22, 2025 | SME Needs Assessment |
| April 25 -May 26, 2025 | SMEs Assessment report and Work Plan Development |
| June 2 – June 26, 2025 | Train and Mentor SMEs |
| September 2025 | Final Report Dissemination Workshop |

**Supervision and Coordination of Work:**

The Consultant will report to the Workforce and Workplace Development Manager. The Workforce and Workplace Development Manager will be responsible for review and approval of all deliverables related to the assignment.

**Qualifications:**

* Bachelor’s degree in human resources, business management, gender, or other relevant degree. Master’s preferred.
* At least 5 years' experience building the capacity of private sector companies, specifically human resources management, human capacity development and optimization of human capital retention. Work with SMEs preferred.
* Experience leading and analysing organizational capacity assessments.
* Excellent communication skills, including the ability to communicate with private sector actors.
* Fluency in spoken and written English and Russian
* Willingness to travel to the Activity’s ZOI (zone of influence)

**To Apply:**

* Please submit a Resume and Cover Letter to: [eedatajikistan@joinav.org](mailto:eedatajikistan@joinav.org). Please include the position title in the subject line. Please submit a sample of similar analysis/assessments that is being requested for this assignment. We will be reviewing applications and interviewing candidates on a rolling basis and encourage you to submit your application early. We reserve the right to close this vacancy once a successful candidate is appointed. Only those candidates considered for an interview will be contacted.