

REQUEST FOR PROPOSAL (RFP): PROJECT MANAGEMENT OFFICE (PMO) AND INSTITUTIONAL CAPACITY ENHANCEMENT (ICE) PARTNER

BACKGROUND

In alignment with the organization's strategic vision to empower young Nigerians with dignified work opportunities, Ethnocentrique is launching the "Fashion MSME Skills and Cluster Development Program." This pilot intervention aims to provide standardized skills to 5,000 young individuals in Abia State, Nigeria, focusing on garment, footwear, and leatherwork through a cluster apprenticeship system. The program includes training, understudy, and internship opportunities with 1,000 Mastercraft persons (MCPs). Additionally, support will be extended to existing youth-led MSMEs in the identified cluster areas, offering business development support, tools, and networks to access new markets and finance for growth.

Program Components:

- a) **Youth Apprenticeship:** 5,000 young individuals provided technical skills in garment, footwear, and leatherwork through apprenticeship-styled training. The program will also provide non-technical support to the participants, such as,
 - I. Business Soft Skills
 - II. Digital market tools and platforms to access new market opportunities
 - III. IP and other relevant legal and trade laws to inform and protect against copyright infringements, trademarks, etc.
- b) **Mastercraft Persons (MCPs):** The program will also provide training, access to market, finance, and other relevant market opportunities for growth for 1,000 MCPs in the selected trade areas.
- c) **MSME Support:** Business development assistance, access to finance, access to new markets, and other support services for 3000 existing youth-led MSMEs in the cluster areas.

Program Objectives:

The goals and objectives of this pilot program include the following:

- a) Introduce and equip 5,000 young women and men with the skills and knowledge required to build a successful career in the fashion subsector of garment, footwear, and leatherwork.
- b) Using the National Skills Qualification Framework (NSQF), assess and upskill 1,000 Mastercraft professionals with standardized and market-relevant skills to ensure the apprentices are being trained on current market-relevant skill sets.
- c) Working with certified BDS providers to expand access to market linkages for the MCPs,

their apprentices, and 3000 existing entrepreneurs / MSMEs operating within the clusters across Abiastate.

- d) Support the MSMEs and Apprentices to utilize online distribution channels i.e. Agogo Africa, etc.
- e) Provide access to finance linkages via FCMB for the 3000 supported entrepreneurs.
- f) In close collaboration with partner legal firms and relevant industry stakeholders, initiate conversations with the Nigeria Copyright Commission, on policy enforcement and increased awareness for intellectual property rights in the fashion industry.
- g) Support the MSME Business Member Organizations to design and deploy public awareness advocacy campaigns to educate individuals and businesses about the dangers of intellectual property infringement in the fashion industry.
- h) Empower youth with skills in garment, footwear, and leatherwork.
- i) Facilitate partnerships between youth apprentices and experienced MCPs.
- j) Support MSMEs for business growth and market access.
- k) Contribute to sectorial and policy-based advocacy initiatives.

Reason for State Selection (Abia):

- a. **Aba Fashion Cluster:** Home to over 100,000 flourishing SMEs in garment, footwear, and leatherwork.
- b. **Skilled MCPs:** Abundant skilled Mastercraft persons in identified areas.
- c. **Government Support:** Strong government support for shared facilities and infrastructure.
- d. **Informal Sector Opportunities:** Thriving local economy with a large youth population seeking opportunities in the informal fashion sector.

Target Trade Areas:

- a) Garment
- b) Footwear
- c) Leatherwork

PMO/ICE Partner for Ethnocentrique Fashion MSME Skills and Cluster Development Program

Ethnocentrique is seeking an Institutional Capacity Enhancement and Project Management Office Partner to: 1) bolster its capabilities in executing the Fashion MSME Skills and Cluster Development Program and sustainably contribute to the growth of the organization post program implementation; and 2) to provide project management oversight for the effective implementation of the Fashion MSME Skills and Cluster Development Program. The selected

partner is expected to support Ethnocentrique and other sub-implementing partners with improved operational structure, processes and efficient organizational capacity to sustainably deliver programs at scale beyond the current program in view and provide project management oversight to support effective project implementation. The program aims to equip 5,000 young individuals with skills in garment, footwear, and leatherwork, provide training for 1,000 Mastercraft persons (MCPs), and support 3,000 existing youth-led MSMEs. The partner will conduct a needs assessment, recruit key program staff, develop a capacity-building strategy, and deliver training sessions to enhance Ethnocentrique and other sub-implementing partner's organizational capabilities. This partnership requires a firm with expertise in institutional capacity enhancement, particularly in youth empowerment and MSME support and expertise in serving as a project management office for development programs.

Scope of Work

Institutional Capacity Enhancement

1. Needs Assessment:

- a. Conduct a comprehensive needs assessment using standard assessment tools and techniques to identify gaps and opportunities for institutional capacity enhancement within Ethnocentrique and the sub-implementing partners for the program.
- b. Analyze existing organizational structures, processes, and resources to determine areas for improvement, and develop strategies and tools to increase organizational efficiency.
- c. Execute gender capacity gap assessment, training, and technical support to ensure program stakeholders achieve the targeted 70% women inclusion for program success.

2. Recruitment of Staff:

- a. Develop a recruitment plan to identify and hire qualified staff members to support Program implementation along program deliverables – gender and youth.
- b. Define roles and responsibilities, conduct job postings, and manage the selection process in line with organizational policies and procedures.

3. Capacity Building Strategy Development:

- a. Develop a tailored capacity building strategy not only aligned with the objectives of the Program, but also focusing on enhancing the organization's ability to effectively implement and manage the Program, and subsequently develop capacity for long-term sustainability.
- b. Identify specific capacity building interventions required in areas such as program management, monitoring, and evaluation, research and learning and innovation, gender programming, diversity and inclusion programming including youth voice

inclusion, stakeholder engagement, financial management, business development, etc.

4. Training and Workshops:

- a. Design and deliver training sessions and workshops for Ethnocentrique staff and stakeholders involved in the program implementation. These trainings and workshops should be targeted at building organizational capacity to test and validate innovative program concepts, emphasizing the design, tracking, and reporting of specific KPIs to demonstrate program effectiveness and viability.
- b. Trainings and workshops should also include topics such as project planning and execution, result-based management, partnership development, and sustainability planning.
- c. Design and implement trainings that ensure staff career development and growth, improving efficiency, and capacity for scale up.

5. Knowledge Sharing and Documentation:

- a. Establish mechanisms for knowledge sharing and exchange among Program stakeholders, including staff, partners, and beneficiaries.
- b. Develop guidelines and templates for documenting best practices, lessons learned, and success stories from the Program.
- c. Support Ethnocentrique and other stakeholders in developing essential strategy documents, and protocols/activity plans for each program component, i.e. strategic gender strategy, MERL strategy, safeguarding policies, program workplan, etc. to enhance effective programming and organizational operations.

6. Monitoring, Evaluation, Research, and Learning

- a. Demonstrate strong understanding of MERL methodologies, tools, and relevant frameworks by supporting the development of a robust Monitoring, Evaluation, Research, and Learning framework to track progress towards capacity enhancement goals and objectives, and program activities for success.
- b. Implement regular monitoring activities to assess the effectiveness of capacity building interventions and program implementation strategies.

7. Partnership Development:

- a. Identify potential partners and stakeholders to collaborate with on capacity building initiatives.
- b. Leverage existing relationships to facilitate networking opportunities and partnerships to leverage resources and expertise for Program success.

8. Technical Assistance and Support:

- a. Provide ongoing technical assistance and support to Ethnocentrique staff in implementing the FSCD Program
- b. Provide advisory on organizational development strategies and approaches.

9. Reporting and Documentation:

- a. Prepare regular progress reports on capacity building activities and outcomes for Ethnocentrique management and stakeholders.
- b. Ensure all capacity building activities are well-documented and reported in accordance with donor and organizational requirements.

10. Quality Assurance:

- a. Implement quality assurance mechanisms to ensure the effectiveness and sustainability of capacity-building interventions.
- b. Monitor adherence to established standards and protocols in Program implementation and capacity enhancement efforts.

11. Evaluation and Learning:

- a. Conduct periodic evaluations to assess the impact and effectiveness of capacity building initiatives on Program outcomes, and organizational processes and growth.
- b. Facilitate learning sessions to reflect on lessons learned, identify areas for improvement, and inform future capacity building efforts.

B. Project Management Office

12. Safeguarding Risk Assessment

- a. Conduct a Safeguarding **Risk Assessment baseline** and develop a **Partner's Safeguarding Capacity Gaps** aligned with safeguarding standards and risk framework to identify potential safeguarding risks and vulnerabilities for each specific.
- b. Develop an appropriate mitigation plan to address those gaps.
- c. Support the recruitment and onboarding of the safeguarding officer.
- d. Develop a safeguarding work plan for **promoting safeguarding awareness, preventing abuse and harm, reporting and responding** to concerns and incidents of abuse to program participants.
- e. Train the program team and young people on safeguarding.
- f. Develop a safe, confidential, and responsive whistleblower mechanism.

13. Staff Trainings & Compliance

- a. Provide staff training and create awareness as part of the Due Diligence (DD)/Contracting and Partnership process.
- b. Strengthen partners' governance on risk areas by sharing policy leaflets on thematic areas such as Child labour, SEA, etc. for adaptation.
- c. Ensure Code of Conduct and respectful workplace training is delivered to all staff.
- d. Establish Whistle-blower awareness communications and reporting mechanisms. Also, ensure reporting mechanisms are in place.
- e. support and ensure full readiness and systems to ensure compliance with safeguarding requirements and to develop a playbook for crisis management.

14. Project Management

- a. Provide project management oversight to support effective project implementation.
- b. Provide and implement governance and methodology support and oversight; performance management; portfolio management; reporting and risk management; knowledge management; and safeguarding management.
- c. Provide an onboarding workstream which will establish the criteria for the Project success and ensure that all staff members who participate in the Project are aware of the expected code of conduct, and risk management procedures.
- d. Ensure delivery of the program against key Performance indicators and ensure visibility into program data and progress by implementing tools to support reporting on key project metrics.
- e. Support the development and implementation oversight of required intervention plans to mitigate risks from early detected workplan misalignment.

Qualifications and Expertise:

- a. Demonstrated expertise in capacity enhancement and institutional strengthening within the fashion industry or related industry value chains.
- b. Experience working on similar programs focusing on training and skill development for youth.
- c. Knowledge about cluster development strategies, apprenticeship models, and industry best practices.
- d. Familiarity with the specific social and economic context of the target state involved in the Fashion Skills and Cluster Development Program.
- e. Demonstrated experience in project management, governance management, leadership, safeguarding, people development and continuous improvement in related contexts.
- f. Strong facilitation, training delivery, performance management and change management skills.

Evaluation and Selection Criteria:

Evaluation Criteria	Description	Weighted Points
Organizational Experience and Capacity	Relevant experience and expertise in capacity enhancement and project management for MSMEs.	20
Team Experience	Expertise of the team in executing all aspects of the project scope (key personnel resumes).	15
Program Understanding	Demonstrated understanding of the Fashion MSME Skills and Cluster Development Program goals.	20
Methodology and Work Plan	Clear methodology and approach, detailed work plan with schedule and milestones.	20
Budget and Cost	Cost-effective budget with a detailed financial proposal.	20
Conflict of Interest	Confirmation of no conflict of interest.	5
Total		100

Submission and Deadline:

This Request for Proposal (RFP) is issued to evaluate service providers that will be able to meet the required services as detailed in the scope of work. The deadline for submission is the 10th of June 2024. Kindly ensure that all requested document (detailed proposal, work plan, company profile, budget breakdown, and team profile) are provided.

Please note, proposals should also be a maximum of 35 pages excluding the detailed budget proposal and breakdown.

Contact Information:

For further inquiries and submissions, kindly contact:

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