

## SCOPE OF WORK

Assignment: Business plan Consultant  
Location: West Bank and Gaza Stripe

### I. Background Information

From 2003 until the present, ESDC has been working with SCC in the execution of several projects. ESDC has also been a partner-organization of SCC since 2004 in the implementation of the SCC Country Programmes in Palestine. It has been the only implementing partner so far of SCC in the area.

For this year, ESDC is implementing “Strengthening the Institutional and Business Capacities of Co-operatives in Palestine”. This project is targeting twenty three cooperatives and one organized groups. The project outputs are organized into 3 components that address the basic problems of the target group in terms of their institutional weaknesses (Component 1) and their business weaknesses (Component 2). A third component has also been integrated in order to meet the needs for sound project implementation and monitoring as well as capacity-building of the partner-organization in this regard (Component 3). A Fourth component has also been integrated aiming at improving the policy framework for cooperative development in Palestine (Component 4).

The overall goal of the proposed SIBCC project is to help *to strengthen the institutional and business capacities of co-operatives in the target communities of Palestine*. This output should solve the identified problem on the lack of management and financial systems. Developing these systems will be an element in institutionalizing the target group.

### II. Purpose

#### ***Recruit Business plan Consultant to develop cooperative business plan.***

ESDC will recruit a business plan consultant to develop a cooperative business plans to be implemented in the project’s targeted cooperatives as a part of “ Strengthening the Institutional and Business Capacities of Co-operatives in Palestine (SIBCC 2010 )”

The consultant expected to produce business planes that Requires -to be prepared- objective analysis and critical thinking, Serves as a guide to operations, Communicates the Cooperative's purpose and vision and Creates the foundation of a financing proposal.

The business plan consultant will conduct business analysis for twenty three cooperatives and one organized groups through meetings and interviews with the cooperative boards.

### III. Task Description

The Business plan consultant will:

- A) Conduct business analysis for the twenty three selected cooperatives and one organized groups in West Bank and Gaza Strip, the consultant will review and evaluate the current cooperatives' income generating projects and conduct cost analyses. S/He will work closely with cooperative board members and employees to gather information about the current economical situation.

The targeted cooperatives as in the following tables:

#### 1. Targeted Cooperatives in West Bank:

No.	Cooperative Name	Governorate	Location
1	Al Nahda Al Arabiah for dairy production and livestock –	Jerusalem	Abu Deis
2	Al Noor Coop for Rural development	Nablus	Hewwarah
3	Tel Coop for olive press	Nablus	Tel
4	Al Jeftlek Coop for food processing	Jericho	Al Jeftlek
5	Khalet Saleh Agricultural Coop - Yatta	Hebron	Yatta
6	Al Taybeh Coop for Rural Development	Ramallah	Al Taybeh
7	Beit Foreik Coop for Rural Development	Nablus	Beit Foreik
8	Zeita Agricultural Coop	Nablus	Zeita – Jama'een
9	Al- Aqaba Cooperative for Livestock	Tubas	Al-Alaqaba
10	Qebia Coop for Rural Development	Ramallah	Qebia
11	Shofeh Coop for AgricuAltural Services	Tulkarem	Shofeh
12	Kharbatha Al Musbah Agricultural Coop	Ramallah	Kharbatha Al Musbah
13	Agronomists Coop for Production and Services	Jericho	Jericho
14	Kofor Dan Coop for Agriculture and irrigation	Jenin	Kofor Dan
15	Al-Nasaria cooperative for Agricultural Irrigation	Nablus	Al-Nasaria

#### 2. Targeted Cooperatives and organized groups in Gaza:

No.	Cooperative Name	Governorate	Location
1	Khan Younes Agricultural coop	Khan Younes	Khan Younes – public street
2	The Cooperative Society for Saving and Credit	Beit Hanoun	Beit Hanoun
3	The Agricultural Society for Beekeepers	Beit Hanoun	Beit Hanoun
4	Potatoes producers cooperative	Gaza	Gaza
5	The Cooperative Society for Poultry Breeding in Khan Younes and Rafah	Rafah	Rafah
6	Agricultural Development Cooperative in Al-mawasi	Khanyounes	Khanyounes
7	Bent Al-reef Cooperative	North Gaza Stripe	Bait Lahia
8	Reuse of Waste Water Coopertive	Gaza	Gaza
9	<b>To Be Determined</b>	<b>To Be Determined</b>	<b>To Be Determined</b>

- B) The consultant will prepare a report for each cooperative describing the current business activities, recommendations to make it more efficient and effective. Based on the business analysis, the consultant will develop a business plan for each cooperative;
- C) The analysis that shall include a feasibility study of each cooperative business, based on that, the consultant will either develop business plan for development of the current cooperatives' business, he/she will develop start up business plan in case the analysis showed that the current business is infeasible, in this case, the consultant will assist the cooperative in choosing an alternative feasible project and develop start up business plan for this new alternative project.
- D) Present and discuss the business plan with the board members and accountants of each of the targeted cooperatives
- E) While each business plan will be unique, all business plans share a few common elements. It is expected from the consultant to produce business plan that has the following outline for each of the 24 targeted cooperatives:

### **1.0 Executive Summary**

1.1 Objectives, 1.2 Mission and 1.3 Keys to Success

### **2.0 Cooperative Summary**

2.1 Cooperative Ownership, 2.2 Cooperative History (for ongoing Cooperatives) or Start-up Plan (for new Cooperatives) and 2.3 Cooperative Locations and Facilities

### **3.0 Products and Services**

3.1 Product and Service Description, 3.2 Competitive Comparison, 3.3 Sales Literature, 3.4 Sourcing and Fulfillment, 3.5 Technology and 3.6 Future Products and Services

### **4.0 Market Analysis Summary**

4.1 Market Segmentation

4.2 Target Market Segment Strategy (4.2.1 Market Needs, 4.2.2 Market Trends, 4.2.3 Market Growth),

4.3 Industry Analysis (4.3.1 Industry Participants, 4.3.2 Distribution Patterns, 4.3.3 Competition and Buying Patterns and 4.3.4 Main Competitors)

### **5.0 Strategy and Implementation Summary**

5.1 Strategy Pyramids, 5.2 Value Proposition, 5.3 Competitive Edge

5.4 Marketing Strategy (5.4.1 Positioning Statements, 5.4.2 Pricing Strategy, 5.4.3 Promotion Strategy, 5.4.4 Distribution Patterns and 5.4.5 Marketing Programs)

5.5 Sales Strategy (5.5.1 Sales Forecast and 5.5.2 Sales Programs) and 5.7 Milestones

### **6.0 Management Summary**

6.1 Organizational Structure, 6.2 Management Team, 6.3 Management Team Gaps and 6.4 Personnel Plan

### **7.0 Financial Plan**

7.1 Important Assumptions, 7.2 Key Financial Indicators, 7.3 Break-even Analysis, 7.4 Projected Profit and Loss, 7.5 Projected Cash Flow, 7.6 Projected Balance Sheet, 7.7 Business Ratios and 7.8 Long-term Plan

#### **IV. Outputs/Deliverables**

- Twenty four analysis reports including feasibility studies.
- Twenty four e business planes produced.
- Three brief monthly progress reports produced
- 48 electronic CD with PDF files (2 for each cooperative including the report and the developed plan)
- 48 electronic CD with soft copy (unprotected word documents) files (2 for each cooperative including the report and the developed plan)

#### **V. Relationships and Responsibilities:**

The consultant will plan, coordinate and consult with ESDC Project coordinator throughout the assignment period. He will prepare and submit a work plan for the time of the assignment including all tasks for review and approval by Project coordinator. He will submit a brief technical report and time sheet on monthly basis to ESDC office in Ramallah for review and approval by Project Coordinator.

#### **VI. Level of Effort**

The business plan consultant will work over a period of three months to achieve the above outputs.

#### **VII. Timing**

Work period will commence on or about ,1st up to 15,Februaryt, 2012. The work timeline may be reduced or changed by ESDC at its discretion.

#### **VIII. Logistics/Facilitation**

ESDC will work with cooperatives to facilitate the cooperation of project team and cooperative staff with the consultant. Reaching the cooperative will be the consultant responsibility. Meetings with coop members and staff will be arranged and hosted by the cooperative and the project staff. It is expected that the consultant will use his/her own office, laptop computer and software, have own phone and e-mail access and be able to download and print out needed information.

#### **IX. Requirements**

The business consultant must have the qualifications, capacities and experience to develop business plan for the 24 cooperatives.