

TERMS OF REFERENCE

Name of the Project	“Youth Empowerment Enabling Prospects” YEEP II
Type of service	Expert / Mentor for small business start-ups (max. 50 days)
Location	Kosovo
Duration	October 2025 – April 2026
Expected start date	October 2025
Reporting to	SOS Fshatrat e Fëmijëve Kosovë – YEEP II Project Manager

1. Introduction

The following are the terms of reference (ToR) on which SOS Fshatrat e Fëmijëve Kosovë agrees to engage the Expert/Mentor to provide consultancy service related to small business start-up, primarily focused on mentoring and supporting youngsters in preparing business plans, conducting post-establishment coaching and to reporting under the project Youth Empowerment Enabling Prospects (YEEP II).

The feasibility study conducted for the project underlines the importance of youth employability in the five Balkan countries where YEEP II is implemented. In this context, it identifies self-employment and the development of entrepreneurial skills as a path to economic integration and stability for disadvantaged youth. During training sessions on employability development, as well as during identification of youth needs and skills, some project participants expressed a strong interest in becoming self-employed by creating their own start-ups. This necessitates an enabling environment for business creation – a topic which is, among others, part of the youth strategies and government employment policies in these countries. Therefore, the project creates opportunities for collaboration with other national and local actors.

SOS Fshatrat e Fëmijëve Kosovë

SOS Fshatrat e Fëmijëve Kosovë since 1999 has been working to help children who have lost parental care or are at risk of losing parental care. While maintaining the attitude that every child should be part of a family, growing with the sense of belonging, respect and security, the SOS Fshatrat e Fëmijëve Kosovë program focuses on helping all children, youth and their families overcome life challenges through pillars such as: Alternative Care, Family Strengthening Program, Education and Advocacy.



High unemployment rate and poverty are considered to be one of the main factors contributing to the family breakup, so youth employment for an independent life remains a dimension closely linked to the organization's mission.

For years, SOS Fshatrat e Fëmijëve Kosovë has been committed to contribute to increasing the employability of young people at social risk. The project “Youth Empowerment Enabling Prospects” YEEP II is a continuation of this commitment, but already as part of a broader regional initiative.

1.1 Context of the programme

As part of its ongoing commitment to increasing youth employability, SOS Fshatrat e Fëmijëve Kosovë is currently implementing a three-year regional project, "Youth Empowerment Enabling Prospects – YEEP II”, funded by German Federal Ministry for Economic Cooperation and Development (BMZ) and Hermann Gmeiner Fonds Deutschland.

The YEEP II project aims to improve the employment prospects and active participation in the labour market of 2,770 vulnerable youth in Kosovo, Albania, North Macedonia, Bosnia and Herzegovina and Serbia. At SOS Fshatrat e Fëmijëve Kosovë, the project targets 520 at-risk youth who come from alternative care or disadvantaged backgrounds due to difficult family circumstances. The age range of the youth is 16 to 35 years. The project is implemented in partnership with 5 CSOs, in these regions: Prishtina, Prizren, Ferizaj, Gjilan, Mitrovicë, and Pejë.

The main objectives of the project are:

- Professionals and public actors are empowered to apply a holistic training methodology and provide quality labour market integration services to the target group.
- Vulnerable young people have acquired knowledge and skills that improve their employability in the labour market.
- Vulnerable young people have built their employability skills and professional networks through practical experience in the labour market.
- Local and national decision-makers have increased their awareness of the situation of young people at risk and are informed about possible strategies to address the socio-economic exclusion of the target group.

1.2 Programme overview

Youth aged 18 - 35 who are part of YEEP II project are being supported in increasing their life, employability and entrepreneurship skills through tailor-made trainings and individual mentoring according to the methodology “Life, Employability and Entrepreneurship skills: A training



Program for youth” a program that enables young people to develop their talents, build their self-confidence and improve their skills needed for a successful career.

During the training sessions provided, as well as during the identification of youth needs and skills, some project participants expressed a strong interest in becoming self-employed by creating their own start-ups. Therefore, these youngsters, besides participating in group trainings on Life and Employability skills, also take part in Entrepreneurship group training sessions that aim to equip them with essential skills such as creativity, problem-solving, and financial literacy. These trainings encourage innovation and self-employment by providing practical experience in business planning and opportunity development, empowering youth to build sustainable and impactful businesses.

To further increase their competences in the field of entrepreneurship, coaching will be delivered to selected youth who demonstrate a sound business idea and a willingness to pursue self-employment.

Considering all the above, SOS Fshatrat e Fëmijëve Kosovë is looking for an expert/mentor to:

1. Providing individual support in developing a business plan for each selected young person.
2. Acting as an individual advisor before and during the implementation of the business start-up.
3. Acting as an advisor to young people in order to develop skills to access additional financial resources for business start-ups (e.g., government programs, other NGO programs, etc.).
4. Presenting his/her recommendations in writing for each grant applicant, evaluating aspects such as: their character, motivation, dedication, and values.

2. Objectives and Scope of Work

The main objective of the Terms of Reference is to contract an Expert/Mentor who will enhance the entrepreneurship competencies and mentor vulnerable youth participants in the YEPP II project by supporting the development of their business ideas through the planned project activities as described in the table below:

Deliverables	Days
1. Individual Business Plan Reviews and Support Minimum of 10 and up to 45 youth (based on youth interest's and potential) finalized and improved business plans, reviewed and supported by the Expert/Mentor.	20 days

Written technical feedback and recommendations for each business plan, including enhancements to value proposition, products/services, and target markets.	
2. Business Registration and Startup Guidance At least 10 selected youth businesses successfully registered with official authorities. Documentation of the registration process and initial startups support provided.	5 days
3. Post-Establishment Coaching and Mentoring Records of at least 2 expert visits for each funded youth/business, including summaries of meetings and follow-up actions.	20 days
4. Financial Resource Access Support Identification list of potential financial resources, markets, and support networks suitable for youth businesses. Coaching sessions aimed at developing youth skills to access additional funding sources.	4 days
5. Final Report A comprehensive final report summarizing all activities and outcomes.	1 day
Total	50 days

Activities planned:

2.1 The Expert/Mentor will work with **up to 45 youth** who have completed the “Entrepreneurship” curriculum trainings, developed a business idea, and started working on business plans, to review their business plans and support them in finalizing them. The Expert will provide technical input for the improvement of the business model, business plan, financial documents requested as annexes to business plans and in particular enhancements to the value proposition, products/services, and targeted markets.

Each selected youth will have up to 30 working days to develop and finalize a comprehensive business plan, in close coordination with the assigned Expert/Mentor, and submit it for evaluation by the panel.

2.2 The Expert will support youth in presenting the business plan before an evaluation panel.

Business plans will be presented before the evaluation panel, and based on criteria, at least **10 youth/business plans** will be selected to be funded with up to **4,000 EUR**.

2.3 The Expert will guide youth with selected business ideas to register their businesses and start operations.

2.4 The Expert will coach and mentor youth up to seven months' post-establishment of their small businesses, by:

2.4.1 Identify opportunities to promote the business and to find potential business partners, including links to business missions.

2.4.2 At least two visits by the Expert/Mentor to each of the minimum 10 selected youth/businesses must be conducted and documented.

2.5 The Expert will coach and mentor youth to develop skills to access other financial resources for business start-ups (state, NGO sector).

2.5.1 Identify potential markets and support networks.

The individual coaching may be done face-to-face, online, or through a combination of both approaches. The coaching methodology and approach will be agreed with the project team before contract signature.

During the process of mentoring and coaching for start-ups, the Expert/Mentor must respect the culture of the participants, social norms, values, and behaviors, as well as maintain appropriate relationships with the participants in the YEEP II Project. The Expert/Mentor must respect the confidentiality of the information provided during the mentoring and coaching process.

3. Expected Deliverables

Expected deliverables from the assignment are:

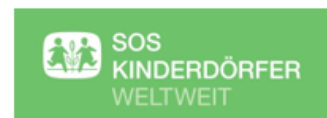
1. Individual Business Plan Reviews and Support

- Minimum of 10 and up to 45 youth (based on youth interest's and potential) finalized and improved business plans, reviewed and supported by the Expert/Mentor.
- Written technical feedback and recommendations for each business plan, including enhancements to value proposition, products/services, and target markets.

2. Business Registration and Startup Guidance

- At least 10 selected youth businesses successfully registered with official authorities.
- Documentation of the registration process and initial startups support provided.

3. Post-Establishment Coaching and Mentoring



- Records of at least 2 expert visits for each funded youth/business, including summaries of meetings and follow-up actions.

4. Financial Resource Access Support

- Identification list of potential financial resources, markets, and support networks suitable for youth businesses.
- Coaching sessions aimed at developing youth skills to access additional funding sources.

5. Final Report

A comprehensive final report summarizing all activities and outcomes.

4. Obligations of the Contracted Expert

- Conduct all agreed activities
- Plan consultancies according to requirements, target audience and objectives;
- Provide suggestions to enhance the success;
- To use interactive methodologies adapted to the needs and backgrounds of the target group participating in each consultancy.
- Be ready to travel in designated place where the consultancies will be held covered by his/her own costs.

5. Experience and qualification of the Contracted Expert

5.1 Competencies

- Excellent communications and facilitation skills;
- Excellent computer skills, ability to use information technology as a tool and resource;
- Excellent analytical skills;
- Preparedness to work with youth at risk and youth from different cultural background.

5.2 Required Skills and Experience

- A minimum of a University Degree in Business Administration, Economics, Management, Informatics, International Business, Entrepreneurship and Innovation, Local Economic Development, Marketing, Business Law, or a related field. A Master's or PhD degree will be considered an asset.
- At least 3 years of experience in delivering similar coaching/mentoring programs in the areas of entrepreneurship;

- Experience in working with youth;
- Business skills development, business mentorship, start-up businesses, development of business idea/plan and evaluation;
- Proven experience in preparation of business plans; and/or practical business experience in private company/ies;
- Good understanding of local context;
- Good personal and interpersonal teamwork skills;
- Must guarantee timely delivery of expected results and tasks;

6. Technical and Financial Proposal / Documents

6.1. **Technical proposal** should include detailed coaching/mentoring plan, a detailed implementation plan in accordance with the scope of work, expected outputs and deliverables provided for herein. The frequency of the engagement, time-schedule, should be integral parts of the proposal.

Note:

The final schedule should be agreed between the expert and SOS CV.

6.2. **Financial proposal** must forecast the cost of the working day/s based on deliverables of the consultancies.

The Service Providers will be evaluated in terms of the quality of complete coverage of all aspects of the terms of reference, as well as compliance with qualifications as provided for herein.

Financial proposal should be submitted in attached template (**Annex A**), take the following explanations into account during submission of price proposal:

- You are required to propose your professional daily fee rate in gross amount,
- The fee rate should be indicated in euro.
- The offer to be made will be calculated on the actual number of working/days to be invested and reported (through timesheets and documentation as requested by each deliverable) by the consultant for fulfilment/delivery of corresponding activities/deliverables. The number of working/days to be reported by the consultant cannot be more than the number of working/days approved for the fulfilment/delivery of corresponding activities/deliverables.
- Once proposed and accepted, the fee rate cannot be changed.

Documents to submit:

- Bid submission: A clear proposal document (technical and financial) explaining methodology and approach;

- An expression of interest to provide the consultancies explaining how the Expert/Consultant experience match the qualifications required and, if any, previous experience in organizing planned activities with similar stakeholders;
- CV highlighting the expertise of the Expert.
- ID of the expert;
- At least one reference letters from previous engagements involving mentoring youth in the preparation of business plans.
- Filled and signed financial proposal expressed in euro gross (Annex A). for individual experts/ or business Certificate for registered bidders filled, sealed and signed financial proposal expressed in euro without VAT (attach Business Certificate)

The criteria for selection are:

Criteria	Maximum points
• The expert / mentor should have academic qualifications in such programs as Business Administration, Economy, Management and Informatics, International Business, Entrepreneurship and Innovation, Local Economic Development, Marketing, Business Law;	10
• The expert / mentor should have proven experience in preparation of business plans; and/or practical business experience in private company/ies;	10
• The expert / mentor should have experience in delivering similar coaching/mentoring programs in the areas of entrepreneurship;	10
• Technical proposal	30
• The price of financial proposal	40
Total	100

In case of unsatisfactory performance, SOS Fshatrat e Fëmijëve Kosovë will negotiate with the expert so that the work/ materials can be changed. If the work still fails to meet expectations, the contract will be terminated through a notice letter seven (7) days in advance. Meanwhile, SOS Fshatrat e Fëmijëve Kosovë will initiate another selection in order to identify the right individuals/ companies.

SOS Fshatrat e Fëmijëve Kosovë shall be entitled to terminate the Contract at any time, with immediate effect if it reasonably believes that there has been a fundamental or serious breach of the Contract and which are not cured by the expert within 7 days or within another reasonable deadline provided by the Contracting Authority or which cannot be cured due to their consequences.

7. Timetable

Mentoring and coaching for start-ups will be conducted from October 2025 – April 2026. The final report should be submitted by 15th of April 2026.

7. Duration of the contract and terms of payment

The payment will be made as a fixed, total amount for the entire engagement, only upon acceptance of SOS Fshatrat e Fëmijëve Kosovë for the work performed in accordance with the above described deliverables. Payment will be done by bank transfer in EURO currency due 30 days after receipt of invoice/work completion notice, and acceptance of work. For individual expert's- Payment will be made via bank transfer to the individual expert's bank account, withholding personal income tax and pension contributions, according to applicable law and no later than 30 days after acceptance of the work. For Registered Bidder- Payment will be affected by bank transfer in the currency of billing and is due 30 days after receipt of invoice and acceptance of the work.

Funding and Payment: The expert/mentor, will be paid by SOS Fshatrat e Fëmijëve Kosovë as follows:

- 50% on the submission and approval of first and second deliverables specified and described in line above.
- 50% on completion and approval of third, fourth and fifth deliverable specified and described in line above.

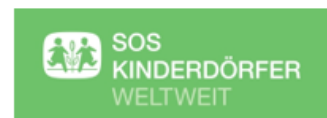
The contract is effective from the moment it is signed until completion of the contracted services, satisfactory to the requirements and acceptable by SOS Fshatrat e Fëmijëve Kosovë.

8. Copyright and other property rights

SOS Fshatrat e Fëmijëve Kosovë shall retain title to all intellectual property and other proprietary rights, including but not limited to copyright, in relation to any reports, processes, ideas, documents, and other materials developed by the expert under the contract.

9. Annex - SOS Fshatrat e Fëmijëve Kosovë child protection policy and code of conduct

SOS Children's Villages Kosovo has established policies for child and youth safeguarding and a code of conduct, which the expert is expected to adhere to. The expert will also be required to sign a declaration of commitment to the Policies of SOS Children's Villages, which include: the Child and Youth Safeguarding Policy, the Policy for Prevention and Protection against Sexual



Harassment, Exploitation and Abuse, Anti-Corruption Regulation, Code of Conduct; and the Declaration on Data Protection.

This commitment will be formalized at the time of contract signing, during which the consultant will be briefed on the organization's internal procedures related to safeguarding.

In addition to the above mentioned, the following key areas for ethical consideration need to be taken into account: <http://childethics.com/ethical%20guidance/>

Graham, A., Powell, M., Taylor, N., Anderson, D. & Fitzgerald, R. (2013). Ethical Research Involving Children. Florence: UNICEF Office of Research - Innocenti.

10. Instruction to bidders (Process of submission of Bids)

The bidders are welcome to submit their proposal for the expert / mentor for small business start-ups, electronically in PDF format and sent to procurement1@soskosova.org

This bid is open to all independent experts / mentors who can provide the requested services. The proposal and all supplementary documents have to be submitted in Albanian language. Financial bid needs to be stated in euro gross.

Deadline for submission:

The proposal has to be sent by latest on 13.10.2025. Proposals sent after the deadline will not be considered.

Annex A

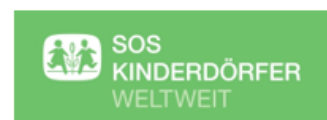
Financial Proposal Submission Form

To: SOS Fshatrat e Fëmijëve Kosovë

Ref: Self-employment expert

Dear Sir / Madam,

I, the undersigned, offer to provide professional consulting services to SOS CV Kosovo within the scope of the referred Assignment.



Having examined, understood and agreed to the Terms of Reference, the receipt of which are hereby duly acknowledged, I, the undersigned, offer to deliver professional services, in conformity with Terms of Reference.

Daily consultancy fee:..... [A]

Total number of working days:..... [B]

Total price proposal: [AxB]

I confirm that the price (daily fee rate) that I quote is gross amount in euro currency and it includes all expenses and personal tax.

I undertake, if our price proposal is accepted, to commence and complete delivery of all services specified, within the time frames stipulated in the Individual Contract.

I accept that if I am selected to provide consultancy services, the payments shall be made in accordance with the payment conditions stipulated in the attached Terms of Reference.

I understand that you are not bound to accept any Proposal you may receive.

I am attaching Activities schedule with main duties description and I understand that total number of working days will be evaluated and jointly agreed.

[Signature]

Date:

Name:

Address:

Telephone/Fax:

Email: