**Terms of Reference (ToR) for the Elaboration of a Business Plan for the Caritas Competence Center for Easy Language**

1. **Background**

Based on the results of the pilot project phase and the recommendations of the external evaluation, the overall goal of the ACTIVE project is to contribute to reducing social and economic inequalities affecting excluded and disadvantaged people in Albania, Bosnia and Herzegovina, Kosovo, Montenegro, and Serbia. The project aligns with Sustainable Development Goal (SDG) 1 (No Poverty) and SDG 10 (Reduced Inequalities). Furthermore, it supports the implementation of the UN Convention on the Rights of Persons with Disabilities (UNCRPD) and the respective national implementation strategies.

The project partners are part of the Caritas network, one of the most active organizations in the field of social inclusion of disadvantaged groups. Caritas has extensive experience in implementing initiatives for people with disabilities, the elderly, migrants, and other vulnerable populations. Additionally, it has a well-established track record in advocacy efforts with public institutions at both local and national levels.

Within the ACTIVE project, Caritas organizations have been working on developing and promoting the concept of communication without barriers and Easy Language in the Western Balkans. The project includes the establishment of Competence Centers in each of the five target territories. The Caritas Competence Center for Easy Language aims to enhance accessibility and inclusivity by promoting the use of Easy Language in various sectors, including public administration, media, education, and civil society. The Center will serve as a hub for research, training, and the implementation of Easy Language standards and best practices.

To ensure the sustainability and effectiveness of the Center, a business plan needs to be developed.

More information on Caritas Serbia work on the topic of accessible communication is available on <https://pristupacnost.caritas.rs/>.

1. **Objectives**

The main objective of this assignment is to develop a detailed and strategic business plan for the Competence Center for Easy Language in Belgrade. The center specializes in translating and adapting information to Easy-to-Read, providing training on accessible communication and Easy to Read standards and implementation, and developing digital solutions to improve web accessibility.

The business plan will provide a clear roadmap for operational, financial, and strategic aspects, ensuring long-term sustainability and impact.

1. **Scope of Work**

The selected provider will be responsible for the following tasks:

* Conducting a needs assessment and market analysis.
* Identifying key stakeholders and potential partners.
* Developing an operational model and structure.
* Outlining financial projections and sustainability strategies.
* Proposing funding mechanisms and revenue streams.
* Establishing monitoring and evaluation frameworks.
* Providing recommendations for implementation and scalability.
* Conduct a risk analysis to identify potential financial, operational and legal challenges that may affect the sustainability of the Center.
1. **Deliverables**

The provider is expected to deliver:

* Inception report with methodology and work plan.
* Draft business plan with initial findings and analysis.
* Final business plan incorporating feedback from key stakeholders. Final business plan should include a financial model with revenue projections, a risk assessment and an implementation plan detailing the key phases of service delivery and growth.
* Presentation of the final business plan to Caritas Serbia.

All deliverables can be prepared in English or Serbian language.

1. **Timeline**

The assignment is expected to be completed within 3 months, with the following key milestones\*:

* Inception report: 01 May 2025
* Draft business plan: 30 May 2025
* Final business plan: 15 June 2025

\*The exact dates are defined prior to contract signing.

**6. Qualifications and Experience** The selected provider should possess the following qualifications:

* Proven experience in business planning and strategic development.
* Knowledge of accessibility and Easy Language concepts is an asset.
* Experience working with non-profits, public institutions, or social enterprises.
* Strong analytical and research skills.
* Excellent communication and report-writing skills.

**7. Budget** Planned budget for this assignment is 3,000 EUR.

**8. Application Process** Interested providers should submit the following documents:

* Technical proposal outlining approach and methodology with work plan.
* Financial proposal with a detailed budget breakdown.
* CVs of key team members and relevant experience.

**9. Submission Deadline** All proposals must be submitted by **27th March** to **nabavke@caritas.rs** with the subject line "Proposal for Business Plan – Competence Center for Easy Language."

**10. Evaluation Criteria** Proposals will be evaluated based on:

* Technical expertise and relevant experience (50%)
* Methodology and approach (30%)
* Financial feasibility (20%)