



Scope of Work for Toolkit Development Consultant

Project/Consultancy Title:	Small Business Toolkit Development
Project Location(s):	Montserrado, Bong and Nimba Counties, Liberia

About Mercy Corps:

Mercy Corps is a leading global humanitarian agency saving and improving lives in the world's toughest places. With a network of experienced professionals in more than 40 countries, we partner with local communities to put bold ideas into action to help people recover, overcome hardship and build better lives now, and for the future. In these places, Mercy Corps listen to local voices to prioritize people's most urgent need, taking a long-term view and promoting innovative solutions that drive true change. Mercy Corps Liberia has been working in Liberia since 2002 with focus on youth, agriculture, livelihoods, conflict resolution and emergency response.

Background:

Promoting Sustainable Partnerships for Economic Transformation (PROSPECTS), is a three-year youth livelihood and empowerment program created to respond to the unemployment and livelihoods challenges youth face in Liberia. As one of its components, the Social Business Employment Grant aimed at providing 25 private sector innovative businesses with financial and business advisory support towards sustained business development and growth to create youth employment and mitigate labor market failures. PROSPECTS realized that the private sector is the primary driver of employment in an economy and small-and-medium-sized enterprises (SMEs) can serve as the main labor market entry point for youth and other marginalized segments of the population in Liberia. However, the private-sector faces significant constraints; many SMEs in Liberia lack systems and financial management capabilities to effectively run and sustain the business. Mercy Corps as an agency intends to help mitigate some of these constraints businesses are faced with by developing a comprehensive small business toolkit that will provide basic templates and clear instructions on fundamental business functions, such as profit and loss statements, marketing plans, organograms and effective staff management policy to support internal capacity building of Liberian businesses in building sustainable operations and mitigate against constraints to marketing, access to market, access to finance due to insufficient internal controls and business systems in an effort to create meaningful employment for young men and women and correct labor market failures.

Consultant Task:

The consultant will be required to develop a small business toolkit, publicly available to Liberian SMEs that will build the internal capacity of Liberian businesses. This toolkit is intended to be used by Locally-owned Small and Medium-sized Enterprises, SMEs, Entrepreneur Support Organizations and Non-Bank Financial Institutions. The development of Toolkit will adopt the below approach to include:

- **Need Assessment:** Toolkit should take a need-basis approach towards helping SMEs in their day-to-day functioning by conducting a comprehensive survey of local businesses in Liberia. Toolkit must cover key areas of business management such as Human Resource Management, Marketing and Sales and Finance.
- **Intended Users:** End users for the toolkit are local SMEs in Liberia and as such the development of the toolkit must be focused on the target users and tailored towards their crucial needs.
- **Consideration for Rural Users:** SMEs operating in rural areas must be given keen consideration in the development of toolkit so as to allowed for maximum usage of toolkit.
- **Developed in line with Local Laws and MC Policy:** Toolkit should be developed in conformity with the Laws of Liberia and Mercy Corps' Policy.

Consultant Activities:



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- Organize series of focus group meetings and discussions with businesses from various sectors across the economy in Montserrado, Bong and Nimba counties to identify appropriate toolkit needs of local SMEs.
- Schedule and engage with other stakeholders (SPARK, BSC Monrovia, Grow, Ministry of Commerce, Banks and MFIs) that are working with businesses and business toolkit development to gather lessons-learned and improve on methods/approaches for the development of business toolkit.
- Report regularly on various activities including meetings and surveys and on the status of the toolkit development to the Program Manager.
- Develop a small business toolkit that will address the start-up and operational needs of small and medium-sized enterprises operating in Liberia.

Consultant Deliverables:

The consultant will deliver:

- **Detailed Reports** from focus group meetings with businesses in the 3 targeted counties: Montserrado, Bong, and Nimba counties.
- **Comprehensive survey report** of the operational needs of local businesses in Liberia indicating key areas that need to be improved.
- **Simple and easy-to-use small business toolkit** tailored towards the day-to-day operational needs of Liberian businesses to support the internal capacity development of SMEs in Liberia. The small business toolkit will include useful information and reporting templates not limited to the followings:
 - **Start-up**
 - Checklist of activities and financial requirements of registering a business
 - Business development resources
 - Guide to defining business category: Sole Proprietorship, Partnership or Corporation
 - Checklist for Planning business
 - Management styles and business organograms
 - Lean startup concept
 - Business Plans for start-up and expanding business
 - Business Pitch Guidelines
 - List of Business institutions and organizations to register with
 - List of Government institutions and policies that support Private Sector development
 - **Finance**
 - Ledger
 - Balance Sheet
 - Income Statement
 - Statement of Cash Flow
 - Petty Cash Disbursement
 - Budget
 - Financial Manual
 - Guide to Access to finance in Liberia
 - Tax payment and filing of Tax return
 - Financial projection
 - **Operations**
 - Purchase Order
 - Contracts



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- Article of Incorporation
- Delivery Note
- Operation Manual
- Public and Private Bidding Guide

- **Marketing and Sales**
 - Sales Tracker
 - Marketing and Sales
 - Advertisement
 - Marketing plan and calendar
 - Market Research Study Guide

- **Human Resources**
 - Job Description
 - Recruitment
 - Time Sheet
 - Payroll
 - Employee Tracker
 - HR Manual
 - Employment Contract

Timeframe / Schedule:

The entire consultancy is expected to last for maximum three months commencing at the start of February 2019 and as such proposal to be submitted should reflect such timeline.

The Consultant will report to:

Program Manager

The Consultant will work closely with:

Social Business Manager, Social Business Coordinators

Document Submission:

All interested firms or individuals should kindly submit the following documents and attached annexes in one Portable Document Format, PDF, and with the subject line “***Small Business Toolkit Development Consultant***” to lr-tenders@merycorps.org or in hardcopy addressed and delivered to Mercy Corps Liberia’s office, Sophie Junction Opposite SOS Clinic, Oldest Congo Town, Monrovia, Liberia by 4:00pm Local time on **January 18, 2019**

- Cover letter outlining capacities and experience with availability and fees
- Preliminary assessment plan (three pages)
- CV/s of key persons
- One sample of previous work

Evaluation and Awarding of Contract:

Evaluation of proposal will take the below approach in determining the best proposal offer to carry out the development of small business toolkit.

Criteria



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Technical Areas	Score
Relevant Experience in Business Development advisory support; Experience with toolkit development is an added advantage	
Previous Performance Review of similar work done	
Strong Organizational capacity and technical knowhow to develop internal capacity of small and medium-sized businesses	
Reasonable Cost of developing the toolkit that will reflect ‘value for money’	
Total	100 pts

Required Experience:

A competent firm with proven experience in business advisory and/or SMEs toolkit development for Liberian businesses is needed to provide such service.

Requirements for Firm

- Prove of at least 6 years’ experience working with Liberian businesses in a business advisory role and/or toolkit development via company history of references
- Proven research and market survey experience with SMEs in Liberia
- Provide clear and detailed approach and method to be used in developing toolkit including key personnel and work plan/activities timeline
- Excellent understanding of the Liberian business environment.
- Demonstrate ability and willingness to travel to other counties in Liberia to conduct meetings and surveys with Liberian entrepreneurs.

Or

An individual with the follow qualification and experience

Requirements for Individual

- Possess a Master degree in Business Administration, Economics, Entrepreneurship, Business Development or related field.
- Have previous experience in developing business toolkit for Small and Medium-sized Enterprises, SMEs and/or providing business advisory support to SMEs.
- Proven understanding of the local business environment, its needs and opportunities.
- Excellent communication skills in both written and spoken English.
- Ability and willingness to travel to other counties and convene meetings and discussions with local businesses.



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Submission Checklist (Annex 2)

Kindly ensure that all the annex templates including this are filled and submitted with your offer documents. A full offer package should include the following documents:

- A Cover letter
- Preliminary Assessment plan
- CV/s of key staff
- One sample of previous work
- Annex 1: Price Offer Sheet
- Annex 2: Submission Checklist
- Annex 3: Declaration Letter
- Proposal/Technical Details of Offer
 - Brief Background of business operations in Liberia
 - Challenges of SMEs in terms of operations and administration, etc.
- Official proof of business registration / articles of incorporation in Liberia
- Official Tax Clearance Certificates from the Liberia Ministry of Finance
- Three (3) client references that include name of client business, full name of point-of-contact, telephone number, address, dates for work performed

The applicant certifies the submission of a complete offer package inclusive of the documents outlined above, as relevant to our company and application.

Full Individual/Company Name: _____

Name and Title of Company's Authorized Signatory: _____

Signature: _____



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Declaration Letter (Annex 3)

[Applicant Individual/Company Name]

[Full Address]

Mercy Corps Liberia
Sophie Junction, Opposite SOS Clinic, Tubman Boulevard
Monrovia, Liberia

[Name of Company/Individual] is pleased to submit the enclosed Technical and Financial application in reference to the Request for Proposal (RFP) for the development of small business toolkit to be used by SMEs in Liberia dated [insert date]. [Name of company/individual] certifies that all information and statements made in this Application are true and correct to the best of our knowledge and any false statements may lead to disqualification of our proposal offer.

[Name of Company/Individual] certifies that the company is in good financial standing with no outstanding bankruptcy or active litigation that could hinder normal business operations. [Name of Company/Individual] has read, understood, and accepts the terms and conditions as outlined in the aforementioned Request for Proposal. [Name of Company/Individual] certifies our ability to comply with the requirements as outlined in the scope of work.

All costs associated with the preparation and submission of this proposal offer are the responsibility of [name of company/individual] regardless of the outcome of the decision rendered by the Evaluation Committee.

Full Individual/Company Name: _____

Name and Title of Company's Authorized Signatory: _____

Signature: _____

Contact Details: _____