

Terms of Reference
Support for Trader Growth Programme – Consulting Team
GROW Liberia

Reports to: Senior Intervention Manager for Vegetables, GROW

Also involved: Team Leader, Monitoring & Results Measurement Manager, Market Development Specialist

Primary Location: Monrovia, plus some travel throughout rural Liberia as needed

Consultancy duration: 60 days per consultant for two consultants over four months

Start date: September 2016

The Programme:

GROW is a Sida-funded market development initiative utilising the 'Making Markets Work for the Poor' (M4P) approach to facilitate sustainable, pro-poor economic growth and stability across Liberia. Currently working in the oil palm, rubber, vegetable and cocoa sectors, the programme seeks to contribute to sustainable peace and poverty reduction through inclusive and integrated economic development in Liberia. Its objective is substantially increased incomes and employment opportunities for a large number of poor women, men and youth, created through agricultural market system change.

The focus of GROW's work in the vegetable sector is on increasing local production of exotic vegetables. GROW envisions this happening through forward contracts between farmers, traders, and buyers, combined with organized inputs supply, extension, and access to formal bank finance. GROW is therefore launching a Trader Growth Programme to enable vegetable traders to improve their management capacity, formalize operations, access finance from banks, and work with a large number of farmers who receive high-quality inputs, embedded extension, and a secure market for their produce. Capacity building is expected to centre around financial management, records-keeping, staff management, business formalization, and business planning.

The Role:

GROW is seeking the services of a team of consultants that can provide hands-on training, coaching, and capacity building for vegetable traders with various levels of management and administrative capability. The role will involve iterative group training sessions and one-on-one support for traders as they progress through a capacity building programme. This is expected to mirror the approach laid out in the Trader Growth Programme Concept Note, although GROW welcomes any suggested improvements from applicants. These proposed changes should be clearly documented in the application.

Major areas of work in supporting the Trader Growth Programme are as follows:

1. Design of effective training modules and capacity building. The consulting team is expected to liaise closely with GROW to understand the current status of vegetable traders (including through meeting with traders and GROW staff), and use this information to develop appropriate training modules. Modules will be designed around particular topics that enable traders to run better businesses and improve eligibility for *accessing* and *managing* bank finance. The consulting team will also prepare a brief on the approach to one-on-one capacity building, which explains in practical terms how capacity building will be delivered.

Deliverables: all materials (session plans, slides, exercises, handouts, etc) for all training modules; brief on approach to capacity building.

2. Delivery of training modules. The consulting team will offer training modules on an agreed schedule to traders. Modules will be offered multiple times, so that traders have the opportunity to move at their own pace. The consulting team will integrate hands-on exercises into the training that directly relate to the

traders' businesses. Ideally, traders will leave each training session with a "task" for implementing an improvement into their business. Completion of these "tasks" will determine whether traders advance through the different stages of the programme.

Deliverables: Training modules delivered; attendance sheets for all training sessions; copy of exercises submitted by participants.

3. One-on-one coaching and support. Throughout the programme, traders will have access to one-on-one coaching from the consulting team as agreed with GROW, to help them implement improvements successfully. The consultants will focus on building ownership and sustained capacity of the traders to continue changes on their own, rather than focusing on simply helping the traders complete the immediate task at hand. The points at which traders are expected to have access to one-on-one support are detailed in the Trader Growth Programme Concept Note. It is not expected that all traders will access this support, but rather only those traders who are self-motivated and progressing through the programme stages.

Deliverables: One-on-one training sessions delivered (as agreed with GROW); half-page reports for each one-on-one session, detailing the content covered, recommendations for the trader, and intended next steps.

Time Frame and Duration:

This contract is expected to run from September 19th to December 20th 2016.

The consulting team will begin developing content in September 2016. The first training session is expected to be delivered on October 10th, subject to final confirmation by GROW.

Two consultants will contribute 100% level of effort (LOE) from the start date in September, for 60 days each over four months following. Consultants will be reviewed for performance after the initial 30 days. At the end of the four months, GROW and the consulting team may choose to renew the contract for additional months, subject to performance of the consulting team and the needs of GROW.

Time spent on training sessions and one-on-one capacity building will vary slightly from week to week, depending on the schedule and needs of traders.

| Tentative Time Frame | Tasks |
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| September 19 to October 7, approximately 15 working days per consultant. | Development of training modules. Includes time for consultations with GROW, traders, MVSA and Afriland First Bank. Consultants will provide a first draft of session plans and allow GROW to comment on suggested changes, and consultants will then integrate changes as required and come up with slides, exercises and all training materials. The consulting team is also expected to begin working with GROW's initial three "pilot" traders during this time to offer accelerated one-on-one capacity building. |
| October 10 to December 20, approximately 20 working days per consultant | Delivery of training modules. Consultants are expected to deliver modules at regular intervals, to allow for traders to move at their own pace while still accessing all training content. This is expected to take up between one half and one third of consultants' time. |
| October 17 to December 20, approximately 20 working days per | One-on-one capacity building and support. Consultants are expected to visit traders' shops, accompany them to the field, and provide advice and support as needed to build their capacity sustainably. Consultants might also have to support the GROW team in collecting and compiling data |

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| consultant | related to the traders' network of suppliers and buyers. |
| October 10 to December 9, approximately 10 working days per consultant | Revision of training modules based on feedback of participants, MVSA and Afriland First Bank; planning and reporting for one-on-one sessions with traders; meetings and review sessions with GROW team. |

Compensation:

GROW requires a financial proposal detailing daily fees rate for the two consultants to work for 60 days each for four months; and accommodation and transport for field trips when applicable. Consultants are expected to work for a minimum of eight hours per day, Monday-Friday, either at the GROW office or in the field (at a training site or with a trader). Occasionally, consultants may be required to work over weekends; consultants will be able to take the equivalent number of hours as lieu time in the following week whenever this occurs.

If an applicant believes they can fulfil the needs of this TOR but is unable to provide two consultants consistently at 100% LOE for four months, the applicant can propose an alternative approach.

Qualification and skills

The service provider is expected to present a team that covers the following qualifications and skills:

- Extensive experience in business and financial management, particularly for low capacity, small-scale businesses
- Extensive knowledge of and experience in the Liberian agricultural sector, especially in the vegetables sector, including hands-on interaction with smallholder farmers and small-scale traders
- Experience in developing and providing tailored business development support, and in delivering practical and hands-on trainings for small-scale businesses, especially agribusinesses
- Excellent written and oral communications skills of consultants
- Fluency in English, both written and spoken

Inquiries and submission of offers

For clarifications on the ToR and to receive the full Trader Growth Programme concept note, please contact Cleopatra.Johnson@growliberia.com.

As part of your expression of interest and offer, please submit the following:

- Technical proposal, outlining your approach to the various phases of the assignment and the composition of your proposed team of consultants
- CVs of involved experts
- Profile of company
- References of company
- Indicative budget for the assignment

Please submit your offer as PDF, Word or Excel files, and by email to Cleopatra.Johnson@growliberia.com.

The deadline for submitting offers is September 11th 2016.