



PROGRAM MANAGEMENT UNIT

MINISTRY OF AGRICULTURE

REPUBLIC OF LIBERIA

SMALLHOLDER AGRICULTURE TRANSFORMATION AND AGRIBUSINESS REVITALIZATION PROJECT (STAR-P)

LIBSUCO Building

Somalia Drive, Gardnersville

Monrovia, Liberia

TERMS OF REFERENCE (TOR)

Business Development Service Providers (BDSP)

Consultancy services for Training Materials Development and Provision of Training Farmers' organizations, SMEs and other key stakeholders who will participate in the Matching Grant of the STAR Project

Procurement No. LR-PMU-MOA-241282-CS-QCBS: (Lot 3 Grand Gedeh, Sinoe and Maryland counties)

The Government of Liberia (hereinafter called "Borrower") has received financing from the International Development Association (IDA) (the "Bank") in the form of credit (hereinafter called credit toward the cost of Smallholder Agriculture Transformation and Agribusiness Revitalization Project (STAR-P). The Ministry of Agriculture, an implementing agency of the Client, intends to apply a portion of the proceeds of this credit to eligible payments under the contract for which this Request for Proposals is issued. The STAR-P was approved by the World Bank Board of Directors on January 15, 2019. On February 15, 2019, USD 25 million financing agreement was signed and the project became effective on June 28, 2019. An additional USD 23 million co-financing was approved by the IFAD's Executive Board in September 2019. The IFAD Financing Agreement was signed between IFAD and the Government on November 21, thereby making the project value at USD 48 Million. The development objective of the project is to increase agricultural productivity and commercialization of smallholder farmers for selected value chains in selected counties of Liberia. As its focus, the project will support the value chains of Rice, oil palm and Horticulture.

The subprojects to be supported through the Liberia Agriculture Commercialization Fund will be based on business plans prepared by eligible beneficiaries, who would have undergone an independent screening and evaluation process to determine their technical, socioeconomic, financial, and environmental viability.

As its focus, and in compliance with the fulfillment of the Liberia Agriculture Sector Investment Plan (LASIP 2), the project will support the value chains of Rice, oil palm and Horticulture in 9 of the 15 counties over a period of five years as indicated below:

	County	Indicative selection of Value Chains per county
1	Bomi	Horticulture
2	Grand Cape Mount	Oil Palm
3	Lofa	Rice
4	Nimba	<i>Rice, Horticulture</i>
5	Margibi	<i>Horticulture</i>
6	Gbarpolu	<i>Oil Palm</i>
7	Grand Gedeh	<i>Rice</i>
8	Sinoe	<i>Rice</i>
9	Maryland	<i>Oil Palm</i>

The project development objective is to increase agricultural productivity and promote commercialization of smallholder farmers through productive linkages between the farmers and the private agribusiness firms in selected value chains of Liberia.

This objective will be achieved through support for interventions aimed at commercialization of smallholder agriculture and facilitating private sector investment in agribusiness by fostering productive business linkages between smallholder farmers and selected agribusiness firms with capacity strengthened by private business service providers. Agribusiness firms, Nucleus farms and medium-and small-enterprises (MSME) groups will be selected on the basis of their innovative plans and experience working with organized farmers' groups or cooperatives.

The project has assessed the capacity and finance needs of the agribusiness firms and MSME groups and is seeking a Business Development Service Provider to improve these capacity gaps of the concern beneficiaries as a way to make them productive and competitive in their business activities due to the fact that most of the agribusiness owners have weak business management capacity coupled with low level of education. The Project will provide matching grants to Agribusiness firms that have business linkages with smallholder farmers through market

orientation, input facilitation or processing. The project will aim at supporting a few agricultural commodity value-chains with significant potential for enhancing competitiveness and creating jobs. While the project is aimed at addressing production constraints, it will also focus on constraints affecting the overall value-chain performance, such as high aggregation costs, high processing and marketing costs, as well as quality issues. It will support skill development and financing modalities to facilitate jobs and entrepreneurship for rural farmers/ youths with a focus on value chain segments.

Furthermore, the project will support public-investment type of activities aimed at building the capacity of smallholder farmers to meet the volumes and quality targets specified by agribusiness firms. This support will also include strengthening the policy and institutional capacity of government institutions responsible for providing public sector services and policy environments conducive for agribusiness development.

2. Purpose of assignment

The purpose of the assignment is to develop adaptable entrepreneurship training materials and on-site business diagnostic support systems including financial, human resource and marketing systems for agribusiness cooperatives and SME actors along the project prioritized value chains to benefit from the Matching Grant Scheme under Component 2 of the Project. Specifically, the assignment will support Farmers Based Organizations to produce business plans and receive financing for the implementation of those plans.

3. Specific tasks and responsibilities for the consultant

A. Capacity Building (Training), Coaching and Mentoring

- Training of MSMEs, Farmers based organizations and cooperatives who will participate in the Matching Grant of the STAR Project
- Provide Coaching /mentorship skills to Beneficiaries under the Matching Grant
- Conduct Onsite Business Diagnostic Analysis and recommend systems that will be adaptable for implementation and guidance of FBOs, Cooperatives and MSMEs along the prioritized value chains
- Develop MSME/value chain actor tool kit to suite the common characteristics identified based on the needs of beneficiaries
- Provide orientation for Business Diagnostic Consultants
- Suggest the relevant training topics and its application to be developed
- Support Farmers, FBOs, Cooperatives and MSMEs to complete grant application forms and concept notes

- Working with the County Based Focal Persons and the District Extension Officers, assist farmers, FBOs, cooperatives and MSMEs to develop business plans to access matching grant from component 2, targeting 570 business plans disaggregated into Farmers Groups 400 business plans, Cooperatives 70 business plans and SMEs 100 business plans.

B. Development of Trainings materials (modules)

- Identify the learning objectives and expected outcomes for each of the suggested modules
- Design the content of each of the module focusing on coverage and depth of content based on the approved curriculum.
- Carry out in-depth subject matter and case research for the development of the training materials for each module.
- Suggest ways and methods to conduct adult training
- Review the prepared material for content depth, coverage and relevance to the capacity Building Objectives
- Present two (2) printed copies and soft copy for all developed materials including handouts

C. Training of MSMEs, Farmers' groups, cooperatives to participate in the Matching Grant of the STAR Project

- Develop a training programs covering all the five modules
- Provide trainers/facilitators to deliver the capacity building program
- Prepare training material packs for at least designated participants
- Provide guidance on the accreditation scheme to be adopted for successful candidates
- **Provide Coaching /mentorship skills to Beneficiaries under the Matching Grant Activity**
 - Develop coaching manual for Agri BDS mentors
 - Conduct a ToT on coaching concept and techniques for Agri BDS
 - Elaborate a training report and relevant materials for mentors of trained Agri BDS
- **Through Technical Assistance, Facilitate MSMEs, FBOs and Cooperatives Linkages to standardization, regulatory, and compliance bodies in and outside Liberia**

- Link MSMEs, FBOs and Cooperatives to proper weight and measures
- Assist beneficiaries in the certification and compliance processes
- Guide beneficiaries to obtain relevant certifications to facilitate access to market

Target areas for the training materials to be developed

Module: 1 The concept of farming as a business – (This module is expected to broaden the understanding of participants to appreciate the unique features of farming as a business, character of successful agribusiness entrepreneurs, the nature of agribusiness supply chains, behavior of agribusiness oriented MSMEs)

Module 2: Organizational Development and Corporate Governance for FBOs, cooperatives and agri-MSME business models. This module is expected to highlight on areas such as group formation and dynamics and the promotion of good cooperate governance for MSMEs, FBOs and cooperatives.

Module 3: Agribusiness Entrepreneurship – Outlining and training beneficiaries on key certified entrepreneurship competencies for agricultural cooperatives, FBOs and MSMEs

Module 4: Product Developments (build capacity of participants to develop services tailored to the business needs of MSMEs).

Module 5: Contract Management and Market Identification and Development. This module is expected to focus on basic marketing concepts including but not limited to the 7ps, marketing plans, various types of markets, market identification processes, dealing with competition/competitors and pricing

4. Qualifications and experience for the Firm

Interested Firms should provide information demonstrating that they have the required qualifications and relevant experience to perform the Services. Firms should include in their Technical Proposal a profile of the team leader or his/her company and/or institution, the team understands of the assignment, the methodology to carry out the consultancy, and a curriculum vitae of the key staff that will be involved in the assignment. The prospective firm(s) must provide relevant details of demonstrable experience in business development and preparation of business plans with considerable knowledge and experience in working with smallholder farmers and agribusiness linkages (out-grower scheme) in post-conflict contexts in Africa. The firm(s) must demonstrate capabilities in providing technical assistance, especially relating to business development in agribusinesses, entrepreneurship and for smallholder farmers. They must also show detailed experience in developing or advising agribusiness projects in sub-Saharan Africa or similar (including experience with smallholder out-grower schemes); and show a track record

of sub-Saharan African or comparable business development experience, including case studies, and profile of current similar assignments handled.

Number of Key Staff Required: Three (3)

The Business Development Service Provider firm should demonstrate the internal capacities applicable to the BDSP's role. Such capacities shall, among others, include a Project Manager (Team Leader), an Agribusiness Specialist and an Investment/Finance Analyst.

Team Leader -with experience in entrepreneurship

- a) Project Manager (Team Leader) Qualification: A minimum of post-graduate degree (Master's Degree) in Economics, Project Management, Business, Finance, Agricultural Economics, or related field from a recognized institution. Experience:
 - Have a minimum of 10 years post qualification experience in project management, with at least 5 years of those related to agriculture, rural development and medium sized enterprises development.
 - Have experience in business development and facilitating the transfer of knowledge to increase productivity and value addition
 - Good understanding of rural economics, market demand opportunities and entrepreneurship
 - Experience working with domestic and foreign private sector actors and investors along agriculture value chains;
 - Knowledge of preparation of business plans that attract grant funding;
 - Excellent computer skills, knowledge of Microsoft Office Suite especially, Word, Excel and Power Point
 - Fluency in spoken English and ability to prepare high quality reports and presentations in English is required.
 - Strong organization skills and ability to work in a team-oriented, dynamic and diverse environment.
 - Proven track record in working effectively within multi-disciplinary teams, recognize the value of sharing ideas, knowledge and information with others and takes personal responsibility for doing so;
 - Excellent interpersonal skills, sound judgment, communication skills, training experience, ability to identify and resolve policy and operational constraints;
 - Ability to handle multiple tasks simultaneously, set priorities and work independently, or under minimum supervision;
 - A commitment to supporting counterpart staff to achieve the outcomes and objectives of the Project.

- b) Agricultural Economist/Agribusiness Specialist: Qualification: A minimum of post-graduate degree (Master's Degree) in Agribusiness, Business Administration, Marketing or related field from a recognized institution. Experience:
 - The person should have at least 10 years practical experience in the agribusiness sector, particularly in value chain development and facilitating market linkages.
 - Experience in agricultural administration, project economic and financial analysis, market and risk assessment, and evaluation of programmes or related activities.
 - He/She should have a good knowledge of policy developments in the global Agriculture and Agribusiness industry, as well as research efforts in ECOWAS's Agriculture and Agribusiness sectors.
 - Understanding of the needs and challenges of agribusiness companies, agribusiness SMEs and smallholder farmers

and other agribusiness value-chain actors in Liberia or similar contexts, including experience establishing out-grower schemes that incorporate small holder farmers; ▪ Experience in developing or advising agribusiness projects in sub-Saharan Africa or similar (including experience with small-holder out-grower schemes) ▪ Excellent skills in MS Excel and MS Word. ▪ Excellent skills in project management demonstrated in previous jobs. ▪ Proven track record in working effectively within multidisciplinary teams.

Investment/Finance Analyst

Qualification: A degree in accounting/finance, economics or equivalent and a professional qualification in accountancy from an internationally acceptable accountancy body i.e., ACCA, ICASL, ICA GH, and CPA. Experience: ▪ At least 8 years' experience in investment analysis ▪ Track record of sub-Saharan African as well as experience with impact investments ▪ Experience in analyzing investments in the agricultural sector will be an added advantage ▪ Excellent skill in MS Excel and MS Word. ▪ Excellent skills in project management demonstrated in previous jobs. ▪ Proven track record in working effectively within multidisciplinary teams.

5. Reporting and Time Schedules

Quarterly and semi-annual reports shall be provided to the PIU.

6. Facilities, Data and information to be provided by the Client

List of beneficiaries, Assessment reports and any other documents/information that the consultant may require to facilitate the assignment.

7. Deliverables

S/No.	Deliverable	Time Schedule
1	Submission and Approval of Trainings materials (5 modules)	One (1) Month after contract signing
2.	Submission and Approval of coaching manual and coaching reports	Within 3 months after contract signing
3	Number of beneficiaries assisted to complete concept notes and business plans for grant support under component 2	Quarterly
4	Submission of 570 business plans disaggregated into Farmers Groups 400 business plans, Cooperatives 70 business plans and SMEs 100 business plans.	Quarterly

8. Duration of services – One (1) year renewable based on satisfactory performance.