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**GOVERNMENT OF SIERRA LEONE
MINISTRY OF FINANCE**

**REQUEST FOR EXPRESSIONS OF INTEREST
(CONSULTING SERVICES – INDIVIDUAL SELECTION)**

ISSUE DATE 23rd September, 2020.

Sierra Leone Agro-Processing Competitiveness Project

Loan No. P160295

Assignment Title: Consulting Services to undertake Training of Trainers in Agribusiness Supply Chain Management

Reference No. SL-MOFED-186247-CS-INDV

The Government of Sierra Leone, through the Ministry of Trade and Industry, is implementing the Agro-processing and Competitiveness Project with Financing from the International Development Association (IDA) of the World Bank Group. The project supports government's objectives of promoting private sector development through economic diversification and boosting agricultural productivity. The project development objective is to improve the business environment in the agribusiness sector and increase productivity of targeted agro-processing firms in Sierra Leone. Achieving the project objective contributes directly to strengthening agro-processing competitiveness, defined as the ability of agro-processing firms to generate new investments and increase market share in goods and services through improved productivity. The direct beneficiaries of the project are agribusiness and agro-processing firms in Sierra Leone, including small and medium enterprises (SMEs), in targeted value chains. The PDO-level results indicators include: number of new investment in agribusiness sector; average cost to comply with Environmental Protection Agency (EPA) regulations; and increased volume of processed products by SMEs.

The Small and Medium Enterprise Development Agency (SMEDA) was established by an Act of the Sierra Leone Parliament "to create a conducive environment within which small and medium enterprises can thrive and operate, to provide for Sierra Leone's fiscal, monetary and banking policy, trade and industry, technology, marketing, infrastructural and institutional development, and for other related matters". As a government agency responsible for coordinating SMEs activities, SMEDA promotes an efficient and effective service delivery network in order to empower and develop small and medium enterprises for growth, productivity and competitiveness.

A. Brief Project Description

The Sierra Leone Agro-processing and Competitiveness Project provides solutions to key market failures inhibiting competitiveness of the agro processing sector and limiting firms and SME productivity: including policy, institutional and coordination failures; information asymmetries/failures on demand and supply sides limiting SME market opportunities and linkages with larger domestic and foreign agro-processors; weak supply chain linkages; lack of access to finance and technology; and skills gap at firm and SME levels. The project will work on SME market linkages, supplier development programs that links SMEs in procurement opportunities of larger agribusiness firms, and access to finance.

The project consists of three components:

- 1. Component 1: Promote enabling environment for agro processing sector competitiveness and growth of agribusiness firms.** This component's objective is to help

reduce burdensome agribusiness sector regulations that constrain productivity and weaken incentives of existing agribusiness firms and SMEs to reinvest earnings or make new investments for sector growth and competitiveness. There are four sub-components that support this component's objectives:

- I. **Sub-component 1.1: Enabling business regulations for competitive agro processing:** the sub-component aims to strengthen the business environment for agribusiness investors. Project support will help identify business regulations that distort or create dis-incentive for agro-processing investments, operations, and enhance dialogue between the public and private sector on agribusiness reform priorities. The project will finance an integrated set of activities focusing on (i) generating evidence and good practices on environmental impact assessment for agribusiness to simplify EIA procedures, reducing cost for obtaining environmental licenses, and ensuring that the existing legal framework for EIA is adequate and (ii) strengthening Public Private Dialogue mechanism to provide a structured platform for systematic engagement between the public sector and private investors in the agribusiness sector.
- II. **Sub-component 1.2: Targeted retention and expansion of agribusiness investors by the Sierra Leone Investment and Export Promotion Agency (SLEIPA).** This sub-component supports SLEIPA to develop and implement an aftercare program for the retention and expansion for agribusiness investors. It will include: (i) investor perception survey; (ii) implementation support for agribusiness investor retention and aftercare; (iii) investment grievance mechanisms to address grievances in the Sierra Leone context; and (iv) devising capacity building plans to strengthen the capacity of the technical staff to be able to advocate and advice on issues relating to agribusiness investment promotion, export development and policy advocacy.
- III. **Sub-component 1.3: Building institutional capabilities in the Sierra Leone Standards Bureau (SLSB) to improve market access to SMEs.** This sub-component strengthens the institutional capacity at the SLSB to improve capabilities for enhanced compliance with standards and conformity assessments in Sierra Leone.
- IV. **Sub-component 1.4: Support MTI, MAFFS, and SMEDA for stronger SME coordination.** The project will support specific capacity building efforts (functional capacity building) at MTI and SMEDA to strengthen their capacity to provide clearly defined services that support agro-processing, including enhanced institutional coordination for SMEs and other private sector actors, strategic planning and priority setting. Specifically, to:
 - Support MTI to (i) provide clearly defined services that support agro-processing; (ii) strengthen communication activities to disseminate project significance, expected deliverables and linkages with other projects; (iii) support development of cadre of senior and mid-level professionals on agribusiness through targeted training activities.
 - Support MAFFS' "Just-In-Time Agri-market Initiative" to create linkages between producers of agricultural commodities, processors and consumers and provide timely provide timely information about the availability and demand for agricultural commodities to support agro-processing and marketing.

- Support SMEDA's institutional development focusing on (i) review laws, policies, and/or institutions to inform the formulation of reform proposals for a more conducive environment for sustainable enterprises and (ii) implementation of the Country operational plan for market-driven BDS provisions to MSMEs (action plan for coherence amongst MSME players, guidelines for environmentally-friendly and viable business models for support services to entrepreneurs in fragile setting).

2. Component 2: Firm-level support to increase productivity in agro-processing companies and SMEs in selected value-chains. The objective of this component is to increase the productive and competitiveness of agro-processing SMEs and their suppliers in selected value chains. It will help improve SME productivity and competitiveness through (i) establishment of a dedicated SME TA facility as the main instrument for providing technical advice, implementation support, and business development services; and (ii) provision of matching grants for capital investments and technical assistance to implement SME action plans. These will be achieved through:

- I. Sub-component 2.1: Firm-level TA and Capacity Building of Ecosystem Players. The TA will serve as an innovative instrument for the provision of hands-on business advisory and technical assistance, upstream and downstream market linkages for SMEs, and investments in business innovations to companies at different stages of development.
- II. Sub-component 2.2: Provision of matching grants to SMEs: Through the use of the matching grant fund, the TA Facility will provide:
 - Matching grants for capital investment to SMEs for specific business or operational needs.
 - Matching grants for technical assistance and expert advice to SMEs to fund advice by an external expert consultant, advisor, or from a service that can be provided by a BDS provider from a roster of providers that have been trained and credentialed by the Facility.

3. Component 3: Project implementation, coordination, monitoring and evaluation.

The overall day to day coordination and management of the project will be carried out by a dedicated Project Coordination Unit (PCU), under the supervision of the Ministry of Trade and Industry. The PCU will be comprised of a lean team of specialists with strong project management experience whose sole function will be coordinating and managing the technical components of the project.

B. Scope of Consultancy for Training of Trainers in Agribusiness Supply Chain Management

As part of its institutional capacity building process, and in-line with component 1, and specifically sub-component 1.4 Support to MTI, MAFFS, and SMEDA for stronger SME coordination, SMEDA will conduct a capacity building training on supporting SMEs in the agro-processing sector. The overall objective of the training is to build the capacity of SMEDA Technical and Administrative team in Product Development, Pricing, Forecasting and financial management, Supply-Chain Management and Quality Management System (QMS) in the Agri-business sector,

and improve technical competencies and expertise for effective and efficient service delivery in the implementation of the Agro-processing Competitiveness Project. The training will deepen the knowledge and understanding of the agribusiness landscape, products, processes, supply-chain, and quality systems management needs of SMEs within the sector. SMEDA intends to hire a competent and experienced consultant or consulting firm to deliver training.

1. Training Objectives

Specific objectives are as follows:

- I. Understand the agro-processing and agribusiness sector in Sierra Leone;
- II. Understand sub-sectors in the agri-business industry;
- III. Understand the product development process in the agri-business sector;
- IV. Understand agribusiness supply-chain management processes;
- V. Understand agribusiness quality systems management process;
- VI. Determine and understand financial management practices including pricing, forecasting and access to financial services in the sector; and
- VII. Understand the agribusiness market and marketing strategies.

2. Scope of Work

The Consultancy scope of work includes:

- Develop and present a detailed narrative and financial proposal based on training objectives and deliverables;
- Develop and submit training of trainers' manual for review and approval by SMEDA;
- Develop and submit training of trainers' plan and schedule for approval by SMEDA;
- Develop and submit trainers guide (manual) in agribusiness product development, financial management (pricing, costing, and forecasting), market and marketing strategies, supply-chain management and quality management system (QMS);
- Conduct 5-days training of trainers for SMEDA's technical and administrative team on approved training manual;
- Conduct end-of-training evaluation;
- Certify all training participants; and
- Provide detailed report to SMEDA on training outcomes.

C. Key Deliverables

Key deliverables of the training consultancy include:

No.	Deliverable	TIMELINE
1.	Narrative and Financial Proposal	Week 1
2.	Training of Trainers (ToT) Manual	Week 2 & 3
3.	Agribusiness Trainers' Guide (Manual)	Week 4 & 5
4.	ToT Training Plan	Week 6
5.	Training Facilitation	Week 6
6.	Training Evaluation Report	Week 7 & 8

D. Outcomes

Overall, SMEDA's institutional capacity on facilitating agro-process and agribusiness competitiveness is improved. Specifically,

- Trainees understand the agro-processing and agribusiness sector in Sierra Leone;
- Trainees understand the sub-sectors in the agri-business industry;
- Trainees understand the product development process in the agri-business sector;
- Trainees understand the agribusiness supply-chain management process;
- Trainees understand the agribusiness quality systems management process;

- Trainees understand financial management practices including pricing, forecasting and access to financial services in the sector; and
- Trainees understand the agribusiness market and marketing strategies.

E. Approach and Implementation Plan

The training will be designed and delivered by a consultant or consulting firm to 25 Technical and Administrative staff of SMEDA. The training will be conducted for a week at a location and time to be determined by SMEDA in consultation with the Consultant. Training methodology will be determined and developed by the consultant with inputs and approvals from SMEDA, MTI and WBG but shall be generally participatory, practical, and evidenced-based, and delivered through PPT presentations, case studies, manuals, and breakout sessions.

F. Required Qualification and Experience of Consultant

SMEDA is seeking to hire the services of a consultant or consulting firm that possess the following attributes:

- At least 10 years' experience in agribusiness development, agro-processing, SME development, and the provision of business development services;
- Proven experience in facilitating ToT trainings within the agri-business sector
- Proven record of developing training manuals on agro-processing and agribusiness
- Good understanding of the Sierra Leone private sector development landscape;
- Provide at least three (3) references of similar work done.

G. Duration of Consultancy

The consultancy shall be for a period of eight weeks (2 months) commencing on the date of signing of contract and ends on delivery of final training and evaluation report.

H. Reporting Arrangements

The successful firm will sign a contract with the Government of Sierra Leone through the Project Fiduciary and Management Unit (PFMU). The Project Coordination Unit, Ministry of Trade and Industry, will provide coordination, oversight and verification during the implementation of the assignment. The consultant will provide updates and/or reports to SMEDA through the Chief Executive Officer.

The Project Fiduciary Management Unit of Ministry of Finance now invites qualified individual consultants to indicate their interest in providing the services. Individual consultants should provide information demonstrating having the required relevant experience and qualifications to perform the services. The evaluation shall be based on the best qualifications and relevant experience of the individual consultant.

The attention of interested consultants is drawn to Section III, paragraphs, 3.14, 3.16, and 3.17 of the World Bank's "Procurement Regulations for IPF Borrowers" July 2016 Revised November 2017 and August 2018 ("Procurement Regulations"), setting forth the World Bank's policy on conflict of interest. (The Bank requires that firms involved in Bank IPF procurement shall not have a conflict of interest).

The individual consultant will be selected in accordance with Individual Consultant Selection method set out in the Procurement Regulations.

Further information can be obtained at the address below during office hours.

Project Fiduciary Management Unit

13a Howe Street Freetown

9:00am to 5:00pm Monday -Friday

Expression of interest must be delivered in a written form to the address below via email not later than 7th October, 2020 at 4:00pm.

Project Fiduciary Management Unit

Ministry of Finance

Attn: Procurement Officer

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