



The Human
Resource Division

REPUBLIC OF LIBERIA
MINISTRY OF COMMERCE & INDUSTRY
MONROVIA



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VACANCY ANNOUNCEMENT

**BASELINE SURVEY ADVERTISEMENT FOR SBA-MSMES AT THE MINISTRY OF
COMMERCE AND INDUSTRY**

The Ministry of Commerce and Industry (MoCI) with funding from the UNDP in Liberia wants to conduct a baseline survey to profile indicators for the Micro, Small and Medium-sized Enterprise (MSME) sector under its Business Opportunities through Support Services (BOSS) Project. The MoCI therefore invites interested experts preferably as firms fielding experts under a Service Level Agreement type of engagement, to submit their expression of interest fulfilling the requirements outlined in the below Terms of Reference (ToR) accompanied by the following application documents:

Application Submission

Interested experts are invited to apply by submitting the following application documents:

- Curriculum Vitae (CV) and letter of motivation outlining how your experience, skills, qualifications and professional background fit with the required deliverables (one page maximum)
- A technical proposal (2-3 page) outlining evaluation methodology/workplan to be used in accordance with the requirements set in the ToR

- Copies of the past relevant evaluation reports through indication of web links or submission of PDF attachments.

Please submit your detailed application documents—in PDF format (preferably in a single document)—to: Procurement Unit, Ministry of Commerce & Industry, Monrovia, Liberia to the Attention of: Elijah J. Nyenkan, Procurement Director by Monday, March 31, 2017 indicating the application subject “SBA- MoCI Baseline Survey for MSMEs in Liberia”. All communications and queries related to this call should be addressed to the same e-mail address.

Terms of Reference (ToR)

For

A Baseline Survey for MSMEs to be conducted in the Lofa, Bong, Nimba, Grand Bassa, Margibi, Bomi, Montserrado, and Maryland Counties

1. CONTEXT

Liberia is a fragile country in Western Africa that suffered a 14-year civil war from from 1989-2003. Following the end of the war, democratic elections were held in 2005 and 2011, with the UNMIL in charge of national security. Since then, the government of Liberia continues to make efforts to improve the situation of (MSMEs). To this end, in early 2011, the Ministry of Commerce & Industry (MoCI), following extensive consultations with public and private sector stakeholders and with support from the International Finance Corporation (IFC), developed a policy and implementation framework for MSMEs development in Liberia over a period of 6 years, from 2011-2016. The rationale for the policy is to strengthen small businesses in Liberia, create more private sector employment opportunities, address poverty challenges, and develop a robust middle

class. The Government approved and adopted the policy and the MoCI has since July 2011 started executing programs and activities under its former Bureau of MSME to support the growth of this type of enterprises in the country.

In order to provide coordinated and targeted support to the MSME sector and facilitate its growth, the Government of Liberia (GoL), by an Act of the National Legislature in December 2014, established the Bureau of Small Business Administration (SBA) within the MoCI, thereby expanding the scope of the MSME Division. The objective of the new Bureau isto assist, promote and foster the interests of MSMEs by ensuring, among other things, that Liberian-owned MSMEs are awarded 25% of all procurement contracts as required by statute. The SBA is expected to address challenges faced by the MSME sector in terms of access to markets, access to finance, capacity development and legal and regulatory reforms.

1.1 BACKGROUND OF THE PROJECT

The Business Opportunities through Support Services (BOSS) Project aims at enhancing decentralization and support to the Micro and SME policy implementation in Liberia through providing opportunities to start-up, micro and small entrepreneurs and establishment of business support infrastructure at the County level. The project aims at strengthening the capacities for participation and engagement in decision-making among beneficiary groups like youth, women and small agricultural producers' to enhance leadership, volunteerism, and community participation.

The Project will work through the establishment of a network of Business Opportunities through Support Services – BOSS Centres - anchored in the County Service Centres, existing business incubation and development services (as part of the Business Development Service network/team as implementers of the project strategy at the County level. This is in line with the Government's decentralization policy which is now being accelerated starting with a de-concentration of critical services to the counties, through the establishment of the County Service Centres. The overall project strategy is also consistent with the Government's long-term National Vision (Liberia Rising 2030), which aims to address the socio-political and economic challenges facing the nation and thereby transform Liberia into a middle-income country.

The Agenda for Transformation (2012-2017) is the vehicle for realizing Vision 2030. The Project rationale and implementation framework align themselves to the MSME Policy, whose overarching goal is to enable poor people to become more productive and improve their livelihoods poverty alleviation, and to support micro and small enterprises to increase growth while decreasing income inequality. The project strategy is to implement an integrated approach to promote local economic development by utilizing business development tools that have proved successful and effective in settings similar to the Liberian context.

The BOSS Project is supporting Micro and Small enterprise development through the provision of packages of financial and non-financial services and the creation of an enabling environment for micro and small enterprises to be established, grow and develop in local and regional markets supporting the development of the local economy as a whole. Women and youth businesses and small agricultural producers will be encouraged, prioritized and supported. The 3-Year programme will adopt a four-prong approach aimed at:

- Enhancing the skills of micro and small business owners/managers,
- Increasing underserved groups' access to economic opportunities, and
- Broadening underserved groups' access to resources needed to respond to economic opportunities.

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- Strengthening capacity of the SBA/MOCI for coordination, liaison, outreach facilitation and strategy for service delivery to the MSME sector.

It will seek to contribute to enhancing national capacity particularly of the SBA/MOCI and other stakeholders, and benefit from a range of actors in the MSME Sector working at the national and decentralized levels to maximize on synergies and complementarities.

SCOPE OF Baseline Survey

The purpose of this exercise is to establish baseline indicators for the BDS to MSMEs sector under the BOSS Project jointly implemented by the Ministry of Commerce and Industry and UNDP. The baseline survey will be conducted from the MSMEs programme, looking at the Ministry's mandate under the implementation of the BOSS programme in Liberia.

The scope of the activities of the consulting firm is to conduct a baseline survey covering principal indicators that influence the development of MSMEs in the country, within 8 out of the 15 counties in Liberia. With funding under its BOSS Project, the UNDP is funding a baseline survey for the MSMEs at the MoCI in line with its continued support and partnership with the Government's effort to develop the MSME sector.

2.1 Project Area

The baseline survey is expected to cover 8 of the 15 counties of Liberia.

The baseline survey will focus on MSMEs operating in the Lofa, Bong, Nimba, Grand Bassa, Bomi, Margibi, Maryland, and Montserrado counties, most of which are currently working with the SBA/MoCI.

The Counties were selected on the basis of their "readiness" to begin implementing de-concentration by 2017. The selections were based on findings of a Rapid Assessment and successive assessments.

Baseline Survey Objectives¹

The individual consultant/firm will conduct a baseline survey of Liberia's MSMEs with the following main objectives:

1. Establish the value of basic indicators at To –when the intervention has not begun- for the monitoring of progress of the MSMEs programme at the SBA/MoCI and current status of BDS for MSMEs
2. Assessing the relevance of the different indicators that will support the monitoring and evaluation function of the project at every level of the results chain.
3. Provide a measurement basis to conduct intermediate and final evaluations of the project
4. Document and share the sampling, instrument design, field work, data processing and analysis methodologies, findings, and provide conclusions and recommendations
5. Provide a comprehensive report including, but not limited to sampling, instrument design, field work, data processing and analysis methodologies, as well as findings, and provide conclusions and recommendations

The specific objectives and activities of the baseline survey are to:

- a. Develop an indicator framework for the survey;
- b. Design the sampling plan (sampling method, sampling frame and size, etc.);

- c. Design a methodological guide of surveys (instruments, data collection, field work and processing guide);
- d. Determine and define the resources required for survey implementation (equipment, staff, survey areas and timing, etc).;
- e. Select and train supervisors and enumerators;
- f. Conduct a pilot study in two areas, justifying their selection
- g. Coordinate and organize the data collection process;
- h. Outline the data analysis scheme, specifying the statistical software to be used (preferably STATA or SPSS);
- i. Carry out data analysis and synthesis;
- j. Supervise and organize the collection of secondary data;
- k. Write up an analytical report on the baseline study;
- l. Produce baseline data with sources of verification and validation of the targets
- m. Participate in all meeting/workshops as required to discuss/present the report

3.0 Baseline survey deliverables

The following are the key expected deliverables::

- Inception report containing the design and presentation of survey methodology, processes and instruments for review and approval
- Field work report explaining the results of data collection and processing
- Initial report containing the results of survey data analysis to MoCI Senior Management Team (SMT) for review and comments. This report should contain the observed baseline values of all relevant indicators.
- Incorporation of comments and submission of final report. The final report will be presented to SMT.
- Generate and submit an executive presentation summarizing the methodology and main results of the survey -to be delivered upon request from the client-;
- Develop and deliver a repository containing all electronic files linked to the survey, namely, sample size estimation files, clean datasets in SPSS or Stata, Do-Files of Syntax Files containing the different procedures and data descriptors, final tables linking basic variables in the survey, etc...

3.1 Baseline Approach and Methodology

It is expected that the consultant will apply the appropriate methodology for research design, data collection, processing and analysis in order to achieve planned objectives, including the use of key informants interviews for service providers and recipients. Nonetheless, the baseline survey must rely mostly on quantitative methods to be able to provide a comparable scenario for other moments of project implementation.

3.2 Information Available for Baseline Survey Team/Consulting Firm

The information that will be available for the consulting firm to use in designing the baseline survey includes but not limited to the following reference documents:

- i. Liberia Private Sector Development Strategy
- ii. Local content policy
- iii. The Boss Project Document
- iv. Framework for MSME Development in Liberia: 2011-2016
- v. MSME National Conference Reports (2014-2015)
- vi. First SBA Annual Report (FY 2015/16)

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- vii. Liberia Business Registry Annual Reports
- viii. Agenda for Transformation Document (AFT)
- ix. Market Overview Report: Liberian Business: The Engines of Economic Recovery and Growth
- x. Sampling frames used in other studies in the counties (available at the National Statistical Office)
- xi. Age and sex-specific population projections for the selected counties

2.0 Selection Process and Required Competencies for Evaluation Consultant/firm

The consultant's selection will be analyzed under the following criteria;

- i. Educational qualification, skills and competencies,
- ii. Proven experience in baseline survey planning and implementation in similar settings
Proven academic record in demography, sociology, statistics, or other area of development with a strong quantitative and analytical component
- iii. Technical proposal including design of study, methodology, required resources, allocation of days and tools to be developed,
- iv. Budget/Financial Proposal including a breakdown of professional fees (by number of consulting days).

The budget should be sufficient to allow for the implementation of the survey in the afore-mentioned 8 counties.

- v. Two references from past similar projects

4.1 Implementation arrangements

The exercise will be supported by staff of the SBA at the Ministry of Commerce. This means the directors from the department will be part of the data collection supervision process.

5.0 Timeline/ Duration

6.0 The baseline survey is expected to be accomplished in 10 weeks, beginning on January 9th, 2016. The consultant/firm is expected to complete the baseline survey methodology and instruments; train and deploy staff; process, analyze, **write and submit the final report by March 17th, 2017.**

5.2 Baseline Survey report Format

The main deliverable of the baseline survey is the final report, which is expected to be in the following format:

- i. Foreword
- ii. Acknowledgements
- iii. Executive Summary
- iv. List of Acronyms
- v. Table of Contents

Chapter 1 Background /Situation Analysis

Chapter 2 General description of the indicators to be measured and the project results they contribute to

Chapter 3 Survey Methodology

3.1 Sampling

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| | |
|-------------|--|
| 3.2 | Instrument design and piloting |
| 3.3 | Field work methodology |
| 3.4 | Data processing methodology |
| 3.5 | Analysis methodology |
| Chapter 4 | Findings |
| Chapter 5 | Conclusions and Recommendations |
| Chapter 6 | Lessons learned and good practices |
| Works cited | |
| Annexes | |
| Annex 1 | Final instrument |
| Annex 2 | Sampling example |
| Annex 3 | Data processing routines (Stata do files or SPSS syntax files) |
| Annex 4 | Data analysis examples |
| Annex 5 | Technical detail of each indicator |