

TERMS OF REFERENCE FOR CONDUCTING ORGANIZATIONAL CAPACITY ASSESSMENT AND RECOMMENDING A CAPACITY BUILDING STRATEGY FOR LIBERIA ENTREPRENEURIAL AND ASSET DEVELOPMENT INCORPORATED (LEAD INC)

Location: Monrovia, with travel requirement to Lofa, Nimba and Bong Counties

Duration of Assignment: 30 days

Expected Start Date: April 1, 2019

1. Introduction and Background

Liberia Entrepreneurial and Asset Development (LEAD) is a faith-based business development, and licensed Microfinance institution in Monrovia, Liberia. LEAD has offices and presence in several counties in the nation; and serves Liberian entrepreneurs without discrimination along tribal, social, political or religious lines. Since 2005 the institution has been providing access to capital, business training, mentoring, and advocacy support. One of LEAD's strategic focus is agriculture. LEAD has become a recognized national leader in rural AGRI-FINANCE and business training.

Vision, Mission and Objectives of LEAD.

Vision: Micro, small, medium and agriculture businesses have opportunity to transform Liberia from reliance, to self-reliance and self-sufficiency in food and income generation.

Mission: LEAD exists to empower Liberians in pursuit of business and asset development for the advancement of Liberia and the glorification of Jesus Christ.

Objectives and Aims:

- a. LEAD strategically focuses on the agriculture sector to strengthen its vital role in food security, income generation, import substitution and job creation in Liberia.
- b. We provide loan/credit programs for target customers, including operation of micro leasing facilities, micro finance related hire purchase facilities and supervision of credit schemes. i.e. ensure access to finance facilities by low income earners (formal and informal self-help groups, individuals and associations) for inputs for their various economic activities towards alleviating poverty on a non-recourse basis.
- c. Provision of professional advice to the productive poor/low income earners on investment opportunities in small businesses, rendering managerial, marketing, training, mentoring, technical and administrative advice to customers and assisting them in accessing services in such fields.

LEAD Inc. has partnered with Partners Worldwide (www.partnersworldwide.org) since 2007, contributing to Partners Worldwide (PW) vision of "faithfully pursuing a world without poverty, where all have life and have it abundantly." This partnership provides mentoring, training, funding and advocacy designed to catalyze entrepreneurs and job creators in Liberia and celebrate business as an outstanding calling and solution to poverty.

2. Context of the Assessment

Many clients of LEAD are still recovering from the economic and other effects of the devastating Ebola epidemic. This challenge is coming on top of adverse macro-economic conditions in Liberia. These and probably other factors have contributed to high loan default and a diminishing loan portfolio for the organization. In the light of these challenges LEAD, in partnership with their key partner PW, have decided to commission an Organizational Capacity Assessment (OCA) that will inform a Capacity building plan. This would have the objective that LEAD becomes a resilient organization with sustainable impacts

3. Overall Organization of the Assessment

It is envisaged this assessment process will be organized as follows:

- a. Advertisement for Consultants and submission of applications.
- b. Selection of the consultant.
- c. Signing of contract with the Consultant. The contract will include details of emolument and communication protocol.
- d. The Consultant would submit detailed workplan and assessment methodology to LEAD board and management, copying PW.
- e. LEAD, the Consultant and PW will agree on the draft workplan and assignment methodology within 2-3 days of submission.
- f. The Consultant will execute the assignment as per the agreed workplan. Necessary revisions to the plan will be communicated and agreed upon in writing. This communication will follow the same protocol as above- when the original plan was approved.
- g. A draft report by the Consultant will be presented to LEAD board, management and PW for validation and feedback
- h. A final OCA AND capacity building plan will be presented to the same parties as above
- i. The Consultant will facilitate a workshop with above stakeholders to develop a multiyear implementation plan from the capacity building plan submitted.

4. Objectives of the Assessment

- a. The overall objective of the exercise is that LEAD records sustainable impacts and organizational resilience through improvement and scale. To this end the OCA must be accompanied by a well-defined capacity building plan that will guide the capacity building effort and strategy of the board and management of LEAD.
- b. Key focus areas of the OCA are governance (vision, oversight, resourcing); Senior Leadership (board-management linkage); systems and processes and strategy. Following an implementation plan should be developed, which should include recommended activities, budget, indicators to measure progress and suggested sequence of execution.
- c. Identify opportunities where investment in capacity building will drive organizational change to produce sustainable results.

5. Results of the Assessment

- a. The consultant designs and delivers OCA report and implementation plan.
- b. The implementation plan is developed based on findings from the OCA. This plan provides a clear pathway to achieve expected results.
- c. Individual, organizational and where appropriate sectoral capacity should be assessed, and the recommended implementation plan should address all three dimensions of capacity.

6. Key Deliverables

- a. Comprehensive work plan including a detailed methodology, report format and revised timeline if appropriate.
- b. Co-facilitation and presentation of draft OCA and suggested implementation plan to board and management of LEAD and representatives of PW.
- c. Presentation of consolidated report which would include findings of the OCA and agreed implementation plan to board and management of LEAD and representatives of PW.
- d. Co-facilitation of workshop with above stakeholders to develop a multiyear implementation strategy with measurable outcomes.

7. Scope of Work

- a. Assessment (Stakeholders- board, staff, farmers in representative areas of the country, representative sample of micro entrepreneurs, regulators, International Non-Governmental Organizations (INGOs), past and present local and international partners of LEAD).
- b. Sector context and analysis.
- c. Assess the drivers and constraints which may explain present performance or be threat to future capacity growth- include mitigants.
- d. Assess internal elements of the organization, including leadership, current strategy, structures, human resource management, internal controls.
- e. Assess change readiness and identify potential or present change inertia factors.
- f. Develop change strategy and change management aspects.
- g. Review available government/international donor resources and connections including reports
- h. Ongoing consultation with stakeholders in the course of executing the growth plan.

8. Overall Approach

- a. The assignment and recommendation should be approached in such a way as to facilitate ownership and drive of the final growth plan so that results are sustained. It should be participatory and consultative.
- b. Self-assessment and consultative methodologies should be incorporated into the assignment not only to improve the range of information collected but also to improve ownership and drive of the implementation plan
- c. Reduce fear of internal restructuring or loss of power

9. Roles and Responsibilities

- a. LEAD Board and Management
 - i. Will commit time to this exercise.
 - ii. Facilitate introductions and connections to key stakeholders for the consultant as necessary
 - iii. Facilitate focus group and individual interviews
 - iv. Grant access to necessary organizational documents
- b. Consultant
 - i. Submit work and time table for the assignment- including clearly stated reporting deadlines for the various stages of the assignment
 - ii. Timely request for documents and needed logistical support
 - iii. Timely notification for workshops/group discussions and required participants
 - iv. Meets agreed deadlines and deliverables

10. Required Competencies and experience

- a. 10+ years of consultancy experience in organizational capacity assessment.
- b. Relevant experience in Banking / Micro finance / Unsecured lending / Consumer banking/Rural agricultural finance or Consumer Finance operations in Liberia
- c. Advanced degrees in either fields of economics, statistics, accounting, business management or finance
- d. Organizational development
- e. Leadership and Change management
- f. Evidence based decision making
- g. Monitoring and Evaluation
- h. Familiarity with methods and tools for participatory self-assessment
- i. Skills in communication, facilitation and reporting

11. Duration and Timing of the Assessment- This is estimated at 30 days, to include but not limited to the following:

- a. Desk review
- b. Inception report presentation
- c. Data collection and analysis- focus groups, workshops etc.
- d. Draft of consolidated report
- e. Validation workshop
- f. Preparation of final report
- g. Presentation of final report and facilitation of workshop to develop implementation strategy.

12. Application Guidelines and Selection Criteria

Interested applicants should submit a detailed technical proposal which should include the following components:

- (i) Demonstrate competence and qualification to meet stated objectives of the OCA and implementation plan
- (ii) Approach to successfully deliver on stated objectives of the exercise.
- (iii) Proposed methodology and examples of their application.
- (iv) Cost proposal for executing the assignment including any additional resources needed.

Applicants should address the technical proposal to The Chairman, Board of Directors, LEAD Inc. via email at allen.lead@gmail.com AND copy jeremiahy@partnersworldwide.org

The deadline for application and submission of technical proposal is March 21, 2019.

13. Bibliography

- a. <https://allafrica.com/stories/201503190719.html>
- b. www.partnersworldwide.org