
TERMS OF REFERENCE

Engagement of a Linkage Facilitator for the MSMEs Development and Linkages Project

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BACKGROUND

PIND is a Nigerian non-profit Foundation established in 2010 with initial funding by Chevron Corporation to support a portfolio of socio-economic development programs for Nigeria's Niger Delta to improve standards of living of communities in the region. PIND supports projects in collaboration with a diverse range of donor partners including bilateral and multilateral aid agencies, federal and state government agencies in Nigeria, private companies, and foundations. With an overarching goal of increasing income and employment in the region, the Foundation has two distinct but interrelated program areas. They are:

- An **economic development program** focused on generating opportunities for pro-poor market development and employment generation.
- A **peace-building program** that strengthens conflict resolution mechanisms for enabling integrated peace and economic growth

The program delivery is enabled by an integrated approach that encompasses capacity building, advocacy, communications, and gender and social inclusion.

PROJECT BACKGROUND

MSME Development and Linkages

The MSME Development and Linkages Program is one of the market development projects within PIND's economic development program. PIND's overarching goal is to reduce poverty in the Niger Delta by increasing income and creating employment opportunities for households in the region. The MSMEs (Micro Small and Medium Enterprises) Development and Linkages Project contributes to this through a series of developmental activities that aim to stimulate a market for the creation of a dynamic and diversified set of strong local enterprises capable of addressing viable business opportunities in the Niger Delta region and Nigeria as a whole, leading to private sector growth and broader economic development in the region. To achieve this, the program focuses on:

- Strengthening the support market for SMEs, mainly supporting BSPs (Business Support Providers) to build the capacity to address the shortcomings limiting SMEs ability to competitively address specific market opportunities
- Increasing linkages between SMEs and large buyers; specifically supporting SMEs to supply to new markets, replace imports, or strengthen existing linkages
- Improving access to finance for growth-driven SMEs with viable products and services to sell to large buyers and investment (from financial institutions or other investors) for SMEs with viable products and services to sell to large buyers

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In the last five years (2014-2019), working with Linkages Facilitators and Business Services Providers spread across the Niger Delta, PIND supported over 11,000 MSMEs to access business development services with more than 1000 SMEs accessing new markets and loans worth over N2bn. This was achieved through targeted upgrading activities to upscale the skills of the BSPs and expand their reach to SMEs. PIND also facilitated the organization of B2B Business Linkages forums that provided a platform for SMEs to build relationships with other market actors particularly large buyers of goods and services and financial institutions.

In 2020 and beyond, PIND seeks to further broaden the outreach of the project by stimulating a commercial market for the training of BSPs to on-board more services providers and expand outreach events that provide a platform for the flow of business information and development of business relationships between SMEs and other market actors

PURPOSE OF THE ASSIGNMENT

Having successfully implemented MSME Development and Linkages Initiatives in the last strategic phase, PIND plans to expand the depth and reach of the program, and the efficacy of its support to the Agricultural value chain projects. To achieve this, the team has identified the need to sustain the use of Linkages Facilitators to drive project activities and help stimulate the market for business support services and supply of goods and services thereby broadening and deepening the scale and impact of the MSME interventions.

This activity, therefore, is to engage a Master Service Providers (MSPs) as a linkage facilitator to expand the activities of the MSME project across the nine states of the Niger Delta.

SPECIFIC OBJECTIVES

This activity is to engage a Master Service Providers as a linkage facilitator to work with the key actors in the MSME space (BSPs, large buyers, financial institutions, Chambers of Commerce, etc) to implement intervention activities geared towards improving the productivity and growth of MSMEs in the region.

The Linkage Facilitator will be mandated to achieve the following objectives:

1. Work with the PIND MSME sector lead to facilitate sustainable linkages between large institutional buyers/SME-friendly institutions and sound growth-oriented enterprises in the Niger Delta. This will entail opening market opportunities in corporate supply chains and large local B2B buyers. It will also entail identifying funding opportunities in SME-friendly financial institutions and identifying and building the competitiveness of sound SMEs to address both the market and funding opportunities.

2. Strengthen the support market for SMEs in the Niger Delta by mentoring and overseeing the activities of existing Business Services Providers in the Niger Delta. This will also entail developing a commercial training program/mentoring process for on-boarding new entrepreneurial BSPs.
3. Extend activities of the BSPs to the GMOU (Chevron Global Memorandum of Understanding) communities. Activities in the GMOU communities will be agreed and funded directly by PIND based on identified opportunities. The Chevron GMOU communities include the following Regional Development Councils (RDCs):
 - a) Ondo State: Ilaje Communities Regional Development Council
 - b) Delta State: Egbema /Gbaramatu Central Development Council
 - c) Delta State: Itsekiri Oil and Gas Producing/Impacted Communities Development Council
 - d) Bayelsa State: KEFFES Communities Regional Development Council
 - e) Bayelsa State: Dodo River Communities Regional Development Council

SCOPE OF WORK

The following are indicative and therefore not limited to the scope/activities of the Linkage Facilitator:

1. **Strengthen the Business Support market for SMEs - Facilitate access to business development services:**
 - I. Mentor and oversee the activities of BSPs to commercially provide quality and value-adding business development services to a wide range of MSMEs in the Niger Delta.
 - II. Develop a commercial mentoring program/onboarding process for the new BSPs; identify and onboard new entrepreneurial BSPs working with other Master BSPs. This would include potential BSPs working the Chevron GMOU communities
 - III. Collate and maintain a database of the activities and results of the BSPs working in the Niger Delta.
2. **Facilitate linkages to institutional buyers and funding institutions to enable the expansion of growth-driven enterprises.**
 - I. Engage institutional/large buyers to identify viable corporate and large local B2B market opportunities and support growth-oriented enterprises to maximize these market opportunities. Priority will be given to identifying/and or developing high end-market opportunities for processors in the five agricultural value chains currently being supported by PIND: Palm Oil, Cassava, Aquaculture, Cocoa, and Poultry. This would also include opportunities identified in the GMOU communities from the livelihood assessment. Broadly, the market opportunities should be limited to the following sectors: Agriculture and Agro-processing, manufacturing and Fast Moving Consumer Goods, Oil and Gas (including services), including opportunities specific to the GMOU communities.

- II. Engage SME-friendly financial institutions to identify funding opportunities and support investment-ready SMEs to access these funding opportunities for expansion.

3. Support Business Service Providers to organize linkages workshop in the Niger Delta

- I. Support BSPs to organize business linkages forum/workshops by engaging and onboarding stakeholders (MSMEs that can be linked, large buyers of goods and services, financial institutions, Insurance companies, BSPs, and Government Statutory Agencies). At least one of such events should focus on any of the GMOU communities.
- II. Develop follow-up strategies to track outcomes from linkages workshops through the BSPs in the Niger Delta.

4. Adopt PIND M&E strategies, through the following:

- i. Deploy a monitoring system that utilizes the DCED results monitoring and reporting approach and methodology
- ii. Develop and regularly update the Intervention Guides (IGs) for all the interventions
- iii. Regularly update the beneficiaries' database with all the required data filled for each beneficiary using PIND M&E templates as provided.
- iv. Review and conduct MRM activities in the results chain and result measurement plan working with PIND staff
- v. Obtain baseline data to enable the design and monitoring of intervention activities
- vi. Conduct routine monitoring activities to track changes in the market system
- vii. Support the intervention manager to carry out effectiveness surveys and impact assessments to ascertain the performance of the interventions against PIND's strategic indicators
- viii. Participate in regular field visits and reporting of field activities.
- ix. Reporting: Submit a monthly/quarterly update to the PIND MSME Development and Linkages team on the progress/status of the project. The report shall state the progress and achievements/results recorded, challenges/lessons learned, and next steps (work plan) for the coming month/quarter.

It should be noted that the Linkages Facilitator would work closely with PIND's MSME Development and Linkages team while carrying out the aforementioned activities.

ACTIVITIES, OUTPUTS, AND DELIVERABLES

S/N	Description of activities	Duration	Associated Deliverables (Codes)
1	<p>Strengthen the Business Support market for SMEs - Facilitate access to business development services:</p> <p>I. Mentor and oversee the activities of BSPs to commercially provide quality and value-adding business development services to a wide range of MSMEs in the Niger Delta.</p> <p>II. Develop a commercial mentoring program/ onboarding process for the new BSPs; identify and onboard new entrepreneurial BSPs.</p> <p>III. Collate and maintain a database of the activities and results of the BSPs working in the Niger Delta West</p>	12 months	<p>Output:</p> <ol style="list-style-type: none"> 1. Report of monitoring/mentoring activities and support to BSPs developed 2. Commercial mentoring/onboarding process developed and operational. <p>Results:</p> <ol style="list-style-type: none"> 1. 40 new entrepreneurial BSPs trained and on-boarded with at least 15 of them offering services sustainably to SMEs leading to an increase in sales. At least two BSPs offering services commercially in the GMOU communities. 2. 6,000 MSMEs (at least 200 SMEs & 400 fish farmers/processors) reached with business support services. At least 100 MSMEs should come from the GMOU communities 3. 1,000 jobs facilitated

2	<p>Facilitate linkages to institutional/ large buyers and funding institutions to enable the expansion of growth-driven enterprises.</p> <p>I. Engage institutional buyers to identify viable corporate and large local B2B market opportunities and support growth-oriented enterprises to maximize these opportunities.</p> <p>II. Engage SME-friendly financial institutions to identify funding opportunities and support investment-ready SMEs to access these funding opportunities for expansion.</p>	12 months	<p>Output:</p> <ol style="list-style-type: none"> 1. Report on identified markets detailing the size of the market, product specification, and other conditions or requirements 2. Report on financial institutions identified detailing the volume of funds available, potential target sectors, requirements, etc. 3. Report of meetings organized on access to market and access to finance <p>Results:</p> <ol style="list-style-type: none"> 1. 1,000 MSMEs supported to access new markets and/ or funds to expand their operations (200 fish farmers/processors). At least 50 should come from the GMOU communities 2. N800 million worth of loan catalyzed and N800 million worth of sales generated
3	<p>Support Business Service Providers to organize linkages workshop in the Niger Delta</p> <p>I. Support BSPs to organize business linkages forum/workshops by engaging and onboarding stakeholders (MSMEs can be linked, large buyers of goods and services, financial institutions, Insurance companies, BSPs, and Government Statutory Agencies).</p>	12 months	<p>Output:</p> <ol style="list-style-type: none"> 1. Number of business linkages organized 2. The volume of transactions and deals resulting from the forum tracked and report produced. <p>Results:</p> <ol style="list-style-type: none"> 1. Four (4) business linkages forum/workshop/event organized 2. 350 MSMEs participating in the forums

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	II. Develop follow-up strategies to track outcomes from linkages workshops through the BSPs in the Niger Delta.		
4	<p>Project Administration, Implementation, Monitoring, and Evaluation</p> <p>I. Support in related research and analysis activities; intervention design and documentation; partner engagement and onboarding processes.</p> <p>II. Adopt PIND's Monitoring and Results Measurement system to track project performance and measure results.</p> <p>III. Maintain and periodically update Intervention Guides (IGs) and partners' database as developed with PIND</p> <p>IV. Conduct baseline assessment, effectiveness surveys, and impact assessment to document changes in KAP, the performance of the beneficiaries and capture overall systemic changes</p>	12 months	Output: 1. Monthly/quarterly and on-demand report on project progress and outcomes including updated IGs and Database 2. Quarterly tracking report of all BSPs activities in the focal states

DELIVERABLES

The expected deliverables for the Linkages Facilitator spread across the interventions in the MSME Development include the following:

- i. 6,000 MSMEs (with at least 400 fish farmers/processors, 200 SMEs) reached. **At least 100 must come from the GMoU communities.**
- ii. 1,000 MSMEs linked with market and/or finance (with at least 200 fish farmers/processors). **At least 50 should come from the GMoU communities.**
- iii. 4 business linkages forums/workshops/events organized with not less than **350 MSMEs participating in the forums**
- iv. Organize at least 4 training programs to onboard 40 new BSPs and provide mentoring support. At least 2 BSPs should be offering services commercially in the GMoU communities
- v. N800 million worth of fund catalyzed/leveraged (with 100 fish farmers/processors accessing funds)
- vi. N800 million worth of sales generated
- vii. 1,000 jobs facilitated

DURATION

The services of the Linkages Facilitator are expected to run for a period of 12 months from November 2020 to October 2021.

QUALIFICATIONS

Team/Organizational Requirement:

- Should be based in the Niger Delta and have contacts/relationship with market actors in the MSME sectors around the Niger Delta.
- Should have passed through PIND/MADE M4P and other Capacity Building activities
- Should have a minimum of six years' experience in the MSME sectors especially in the Niger Delta
- Should have experience in dealing with enterprises and the private sector
- Very good documentation and reporting skills
- Good understanding of the MSME sector in the Niger Delta

- Must ground its work in a thorough understanding of market dynamics: the key issues in a market, why these issues, and what restrains market forces from triggering change. This understanding should be translated into effective and efficient service delivery of the existing interventions.

HOW TO APPLY

Interested Master Service Providers should submit Expression of interest/Proposal to procurement@pindfoundation.org by 28th October, 2020. The proposal must address justification for participation, previous and current engagements/experience, organizational affiliation (if any), how skills gained will be used and any other information viewed by an applicant to be useful in helping PIND make a decision on participation. Please use “**MSME Linkages Facilitator**” as the subject of your email.

The proposal should outline the following;

- ✓ Technical proposal – clearly state the methodology and implementation strategy for carrying out the assignment working with BSPs, large buyers, financial institutions, and other public and private stakeholders
- ✓ Financial Proposal – include budget in line with the scope of work
- ✓ Proposed time frame – provide a deliverable based timeframe for the overall deliverable
- ✓ Capability statement including records of similar on-going and past similar assignments/projects, in the Niger Delta
- ✓ Minimum lead time for commencement and completion of assignment

EVALUATION OF PROPOSALS

S/N	Scoring criteria	Scores allowed	Scored earned	Remark
1.	Presentation of proposal – the proposal demonstrates clear understanding of the TOR objectives, scope of work and expected deliverables.	20		
2.	Applicant possess relevant experience and qualifications as stated in the TOR. This must be evidenced by submitted samples and CV/profile showing evidence of similar or related work	35		
3.	Quality and suitability of proposal: Proposal must include detailed implementation strategy for the assignment	25		

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4.	Proposed budget is reasonable	15		
5.	Proposal from a female headed organization /applicant	5		
	Total Score	100		

In addition, these mandatory items MUST be submitted along with the application documents:

1. Certificate of Business Registration
2. Profile of organization
3. Most Recent Tax Clearance Certificate
4. Tax Identification Number
5. Full physical contact address
6. Bank Reference Letter addressed to Finance Manager, PIND Foundation

Non-Discriminatory Clause:

PIND Foundation provides equal opportunity in employment and engagement for all persons, vendors, and contractors, and prohibits unlawful discrimination and harassment in all aspects of a contractual engagement or employment because of age, sex, gender, marital status, disability, nationality, race, religion or any fact

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