Terms of Reference: Business Coaching

LWR QUEST Recovering Businesses Phase 2 – Lebanon

August 2024- August 2025

# Introduction and Objectives of the Program

QUEST Recovering Businesses Phase 2 will promote economic development, job creation, and social cohesion through a multifaceted approach integrating policy changes, financial and non-financial support initiatives. The program, implemented by Lutheran World Relief (LWR), will continue to target and address marginalized entrepreneurs, especially women and youth of the private sector operating in remote and peri-urban areas along the communities they represent and is considering them a major element to pave a solid pathway for the economic recovery and social stability in Lebanon.

The QUEST Recovering Businesses Phase 2 program will focus on three outcomes:

1. Support and accelerate business enabling environment and ecosystem for entrepreneurs and enterprises.
2. Provide access to finance for micro and small enterprises to foster expansion, job creation, and economic empowerment.
3. Improve social cohesion among entrepreneurs and community members and increase their business capacity and soft skills.

# Objective and Scope of Work

The business coaching is part of the LWR QUEST Recovering Businesses KiA funded Program Phase II.

Before kicking off the business coaching, LWR and through its selected business coaches and local MFIs (Microfinance Institutions) partners will conduct a business assessment for an average of 40 small enterprises (SE) participating in QUEST phase II, YI-2024 and Y2-2025.

The assessment conducted will serve as a vital tool in understanding the unique challenges and barriers these businesses are facing in their journey towards growth and expansion. It will be multifaceted to cover the financial, market, technical and management aspects of each SE. In addition, it will identify the gaps at the business entity level, explore soft and hard skills such as but not limited to human resources, financial management, inventory and stock, branding and marketing, operations that might hinder their growth and potential.

To identify these gaps, the assessment process will include a combination of quantitative and qualitative methods. This may involve conducting interviews or surveys with business owners and key personnel to gather insights into their management practices, decision-making processes, and organizational structure. Additionally, the assessment may involve analyzing financial data, such as revenue trends, profitability ratios, and cash flow patterns, to identify areas of financial management that require improvement.

Furthermore, on-site visits and observation of day-to-day operations may provide valuable insights into operational inefficiencies, production bottlenecks, and logistical challenges that businesses are facing. By taking a holistic approach to the assessment, LWR will be able to uncover both obvious and underlying issues that may be impacting on the performance and growth potential of these enterprises.

Based on the identified gaps and needs, tailored business sessions will be provided by the recruited/selected business coaches for these SE. LWR will monitor and supervise the delivery of these sessions to ensure their effectiveness and relevance to the specific challenges faced by each enterprise. Each SE will receive 3 business coaching days that will be delivered in-person and customized for the SE. Each business coaching day will cover at least 6 hours and evaluation tests will be conducted before and after the delivery of these sessions for each enterprise. In total each enterprise will receive at least 18 hours of customized in-person business coaching. This activity's supervision will be done by LWR who will select the coaches, evaluate the materials, and assess the impact on enterprises.

The business coaches will also collaborate with local MFI(s) partners and will receive their support when relevant and needed.

Enterprises not formally registered will be advised and guided to become part of the formal/registered business sector.

# Business Coaches are expected to:

* Provide support and guidance to entrepreneurs who run SEs/businesses in different sectors and across different geographical areas across Lebanon.
* Provide customized business coaching sessions of at least 18 hours for the selected SEs based on the topics selected and outcomes of the needs assessment.
* Share knowledge and experiences with the SEs and develop relevant actions and strategies to tackle their challenges according to the gaps assessment and their business sector.
* Encourage SEs to have ongoing commitment to aims and goals of the project
* Maintain confidentiality of the information shared by the SEs.
* Conduct a monthly meeting with LWR program management for a duration of one hour to report progress/achievements of the coaching with SEs.
* Conduct in-person meetings with the SEs for a total of 18 hours (6 hours for 3 business coaching days)
* Complete the timesheet as needed and submit it to the LWR program management/focal point.
* Complete a simplified 2-3 page business plan of the SE at the end of the full coaching cycle, which will include:
  + A brief overview of the business
  + business description (products/services)
  + Organization and management like the structure of the business
  + SWOT Analysis
  + Market Analysis
  + Marketing and Sales Strategy
  + Funding/Asset Request (if applicable)
  + Other relevant information (if applicable)
* Participate in the evaluation of the coaching by completing the end of cycle evaluation survey

# Qualifications and Experiences

* At least five years of previously demonstrated experience in business coaching for small businesses with achievements and performance measurable metrics and examples
* A graduate degree in Business related discipline or any other relevant field associated with business coaching needs/sessions
* Understanding and experience in the SEs/entrepreneurs relevant business sector
* Clear understanding of the local Lebanese business market context
* Excellent communication skills (written and verbal)
* Self-motivated and results oriented, drive for measurable results in a timely manner and demonstrate passion to motivate entrepreneurs
* Strong commitment, responsibilities and proactive solutions oriented
* Able to operate in person and remotely when needed to find appropriate time to schedule the sessions with SEs
* Have a strong training, coaching and mentoring skills
* Self-motivated and with the ability to work under minimal supervision
* Ability to work with SEs across different sectors
* Have basic knowledge of how to use digital communication platforms
* Experience in business development services for small and micro enterprises
* Displays cultural, gender, religion, race, nationality and age sensitivity and adaptability

# Time Commitment:

The business coaches must be willing and able to meet in-person with each SE per the requirement of this assignment. Also, she/he must be flexible in conducting meeting(s) with LWR, partners and stakeholder(s) when needed. The estimated duration required by each business coach spans from August 2024 to August 2025, based on coaching cycles that may vary depending on the number of enterprises and intervals between SE coaching.

# Payment criteria:

The business coach shall complete all activities within the time frame specified by the Deliverable and Payment Schedule table below. Dates provided are estimates and business coaches can propose alternatives based on their experience as to the stages of development, which can be discussed in the selection round for finalists.

Business coaches will receive payment in US dollars upon completion of a full coaching cycle. Except in cases of unique circumstances, no payment shall be made if the full cycle is not completed. Payments will be consolidated to occur after every three or more complete cycles of SEs, reducing the frequency of transactions.

The Deliverable and Payment Schedule also presents the corresponding payment terms as they relate to the deliverables of this assignment. Processing of payments will only commence upon acceptance of deliverables. Payments will be made within 30 days after receipt of the invoice and relevant supporting documents.

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| **Deliverable** | **Estimated Date of Completion** | **% of contract Total** |
| Fees will be paid per SE.  Payments are expected to be settled after supporting a minimum of three SEs. | Throughout August 2024 to August 2025. | 100 % |

# Remuneration:

A remuneration of **USD $600** will be offered for conducting meetings with the SE throughout a full coaching cycle, lasting a minimum of 18 hours (6 hours per day over 3 business coaching days). All coaching sessions are expected to be held in person. (Virtual sessions may be considered only if additional coaching or follow-up beyond the 3 days is deemed necessary).

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| **Business Coach Name:** |  |
| **Date:** |  |
| **Signature:** |  |