

Terms of Reference:

Financial Literacy Mentors for Micro and Small Women-Led Enterprises

Lebanon: Longer Term More Sustainable Livelihood Recovery Quest: Recovering Businesses April, 2023

Introduction

Lebanon: Longer term more sustainable livelihood recovery funded by Kerk in Actie (KIA) and implemented by Lutheran World Relief (LWR) provide access to more permanent, more sustainable sources of income, reduce dependency on aid, and restore the dignity by recovering agency, dignity and right to protection of vulnerable host and refugee populations affected by the Beirut Port explosion, tough Covid-19 contention measures, severe political turmoil and financial and economic downturn.

The program is designed to promote social cohesion and equality between men and women in Lebanon by empowering women economically and enhancing the awareness against gender-based violence (GBV) and on fair and safe work conditions as well as enabling women entrepreneurs in Lebanon to develop and scale up their micro and small businesses which will result in creating new jobs.

The program's main objectives are:

1. Improved social cohesion, SGBV detection and referral, and enabling environment support communities and entrepreneurship and vice versa.
2. During and after the provision of soft and hard support, up to 200 women-led/employing micro & small enterprises provide a more sustainable, fair and safe source of above-the-survival income to their owners, existing and new employees and piece workers and their respective families.

Scope of Work:**Program Objectives:**

The program's primary objectives are as follows:

1. To improve social cohesion, detect and refer SGBV cases, and support entrepreneurship in communities.
2. To create up to 200 sustainable, fair, and safe income-generating opportunities through soft and hard support to micro and small women-led enterprises.

Mentorship Program Objectives:

The mentorship program is part of the Quest Program, which links women entrepreneurs with experienced mentors for guidance and support. The mentorship program aims to enhance the financial literacy skills of women entrepreneurs by providing them with 6 one-on-one sessions, a mix of virtual and in-person meetings, and one mandatory workplace visit. The mentors will specialize in financial literacy for micro and small women-led enterprises and will be responsible for assessing the mentees' progress and linking them with relevant resources in their business sector.

In order to equip small business owners with essential financial management skills, the program curriculum will cover the following topics over a 6 hour period: (but not limited to)

Introduction to Financial Management for Small Businesses

- An overview of financial management for small businesses
- Basic financial concepts and terminology
- The importance of financial management for small businesses
- Developing a financial management plan

Budgeting and Cash Flow Management

- The importance of budgeting and cash flow management
- Developing a budget
- Managing cash flow
- Strategies for improving cash flow

Pricing

- Pricing strategy
- Evaluating elasticity vs. competition and substitutes

Understanding Income and Expenses

- Types of income for businesses
- Types of expenses for businesses

The program will conclude with a final assessment to ensure participants have understood the concepts covered and are equipped with the necessary knowledge to effectively manage the financial aspects of their small businesses.

Note: The mentorship program can be tailored to the specific needs and level of financial literacy of the mentees, so the above topics are just a starting point.

Mentorship Program Scope:

The mentorship program scope includes the following:

1. Providing financial literacy support to micro and small women-led enterprises.
2. Offering 6 one-on-one sessions with a mix of virtual and in-person meetings, including one mandatory workplace visit.
3. Linking the mentees with resources in their business sector.
4. Assessing the mentee's progress at the end of the program.
5. Providing the Quest program's team with a preferred geographical location within Lebanon for matching purposes.
6. Ensuring that the program duration of the mentorship support per woman program participant does not exceed 3 months, including the final assessment.
7. Ensuring mentees fill in evaluation forms to assess their satisfaction with the program

Mentors are expected to:

- Provide support and guidance to mentees who run small businesses in different sectors in different geographical areas across Lebanon,
 - Share knowledge and experiences with the mentees in order to help them develop strategies for action in their business sector
 - Encourage mentees to have ongoing commitment to aims and goals of the project
 - Assist project the mentees with further improving their knowledge, create a personal plan, reaching their full potential, and keeping them motivated
 - Maintain confidentiality of the information shared by the mentees
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- Conduct a weekly meeting for a duration of one hour (Virtually and/or in person) for a duration of two months (In total six sessions)
 - Complete the worksheet regularly and submit it to the program coordinator
 - Provide feedback to the Mentorship Coordinator or Deputy Programs Director on the process and activities of their mentees
 - Participate in the evaluation of the mentoring program by completing the end of cycle evaluation survey

Roles and Responsibilities:

The mentorship strategy and execution plan is a critical component of the Quest project, aimed at empowering women entrepreneurs in Lebanon through a tailored mentorship program. The goal of the program is to provide guidance and support to women-owned micro

and small businesses in different sectors across Lebanon, with a focus on digital literacy, marketing, financial literacy, women's leadership, and other key areas.

To execute this mentorship strategy effectively, mentors will need to work closely with their mentees for a duration of three months, providing one-on-one guidance and support. Mentors will be expected to share their knowledge and experiences, help mentees develop actionable strategies for their businesses, and encourage mentees to stay committed to the goals of the program.

Confidentiality is a key aspect of the mentorship program, and mentors are expected to maintain the confidentiality of the information shared by their mentees. Mentors will need to conduct weekly meetings with their mentees, either virtually or in person, for a duration of one hour per session, over a period of two months, totaling six sessions.

Mentorship Strategy and Execution:

The mentors will serve as advisors/ coaches to women participants, with a majority of them owning micro and small enterprises, for a duration of two to three months. The mentorship will be in line with the overall vision and goals of the Quest program.

The mentors will work on a one-on-one basis with each mentee, sharing their experiences, knowledge, and strategies to help mentees develop action plans in their business sector.

Mentors will encourage mentees to have an ongoing commitment to the project's aims and goals and assist them in creating a personal plan to reach their full potential while keeping them motivated.

Qualifications and Experiences

- Previous experience in mentoring small businesses
- A graduate degree in Business or Finance Management related discipline or any other relevant field
- Aware of the mentee's business sector
- Clear understanding of the local Lebanese business market conditions
- Excellent communication skills (written and verbal)
- Self-motivated and results oriented, drive for measurable results in a timely manner and demonstrate passion to motivate the mentee
- Strong commitment, responsibilities and proactive solutions oriented
- Able to operate remotely and find appropriate time to schedule the sessions with the mentee
- Have a strong training, coaching and mentoring skills
- Self-motivated and with the ability to work under minimal supervision
- Ability to work with mentees 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

Schedule and Timeline:

The mentorship program will last no longer than 3 months, including the final assessment, and will maintain an activity log sheet for each mentee support and a time sheet for every round of 10 mentorship supports.

To ensure timely completion of the mentorship program, it should commence promptly and conclude within a maximum of three months, inclusive of the final evaluation. The program's implementation should follow the schedule below:

- Weeks 1-2: Engage in mentor and mentee recruitment
- Weeks 3-4: Match mentors with mentees and schedule the program sessions
- Weeks 5-8: Facilitate the mentorship program sessions
- Weeks 9-10: Conduct the final assessment and evaluate the overall success

Budget and payment criteria:

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

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 invoice.

| Deliverable | Estimated Date of Completion | % of contract total |
|--|---------------------------------------|---------------------|
| Fees will be paid per mentee. Payments are expected to be settled after supporting a minimum of ten mentees. | Throughout April 2023 to October 2023 | 100 % |

Each mentor will be paid in fresh US dollars after completing the mentorship activity and thus after the closing event.

Remuneration: 250\$ per mentee.



A remuneration of 250\$ will be provided for meeting with the mentee at least for six sessions, one hour per session (In-person and/or virtually)

Evaluation and Feedback:

To ensure that the mentorship program is on track and meeting its objectives, mentors will be required to complete regular worksheets and submit them to the program coordinator. They will also need to provide feedback on the progress and activities of their mentees to the Mentorship Coordinator or Deputy Programs Director.

-Maintaining an activity log sheet for each mentee support and a time sheet for every round of 10 mentorship supports.

-Ensuring mentees fill in evaluation forms to assess their satisfaction with the program.

Finally, mentors will participate in the evaluation of the mentoring program by completing the end-of-cycle evaluation survey.

To Apply:

If you are interested in becoming a mentor for the QUEST project, please follow the application guidelines below:

1 Individual Mentors: If you are an individual mentor, please send your CV and proof of previous mentorship experience to ewlfl@lwr.org. This will allow us to review your qualifications and assess your potential fit for the mentorship program.

2 Mentors/ Coaching Companies: If you are a mentor/ coaching companies, please send your company profile and a detailed explanation of how you plan to implement the mentorship component of the QUEST project along with your mentors profiles to ewlfl@lwr.org This will allow us to review your company's qualifications and assess your potential fit for the mentorship program.

Please note that the deadline for all mentorship applications is **May 10th, 2023, at 5:00 PM**. In order to ensure that your application is properly processed, please include the **email subject line: "QUEST: Mentorship Support"**. This will help us to quickly identify your application and ensure that it is reviewed in a timely manner.

Thank you for your interest in becoming a mentor for the QUEST project. We look forward to reviewing your application and potentially working with you to provide valuable mentorship support to the program.