REQUEST FOR EXPRESSIONS OF INTEREST (EOIs)

Evaluation and Strategic Review of a Small/Medium Enterprise

Request for EOIs Release Date:	Monday, Dec. 3rd, 2012
EOI Submission Deadline:	Friday, Dec. 21st, 2012, 10:00 p.m. EST
Anticipated Performance Period:	February 1st, 2013 - March 30th, 2013

1.0 Statement of Purpose

Ivy League Consult, Ltd. (ILC Africa) is soliciting EOIs from qualified consultants or companies to conduct an organizational assessment and strategic review of its performance and market outlook for the 2013-2017 period. The goal of the external evaluation and analysis is to:

- Provide senior management with data and insight from past performance (2006 to present)
- Offer advice on management systems that promote efficiency and optimization of revenue
- Recommend strategies for the expansion and replication of the company's business model in neighboring African countries and other international locations.

In particular, ILC Africa seeks expertise and strategic advice in the following areas:

- Financial management
- Human resources management
- Expansion and scale-up of operations
- Strategic planning and visioning
- Knowledge management
- Marketing and branding

2.0 Company Profile

ILC Africa is an Africa-based consulting company in Accra, Ghana that specializes in evaluations, short-term technical expertise, and projects addressing developing societies. Areas of work include projects and short-term technical assistance in the areas of education and educational advising, fellowships and internships, monitoring and evaluation, technical editing and report writing, health, food security and agriculture, training and facilitation, and logistics and conferencing. Past and current clients include the United States Agency for International Development (USAID), Development Alternatives International (DAI), Pathfinder International, the Permanent Interstate Committee for Drought Control in the Sahel (CILSS), the West and Central African Council for Agricultural Research and Development (CORAF), and other confidential, private clients.

For more information, please visit www.ilcafrica.com.

3.0 Scope of Evaluation

The evaluation consists of four major components:

a) **Evaluation of Financial Management Systems (40%)**: The consultant(s) will review ILC Africa's financial audits, financial systems, and documentation to assess the organization's financial management capacity (processes, procedures, costing, and policies) from 2009 to date. The evaluation should lead to recommendations and insight on how the organization can best manage finances, analyze financial data, optimize its revenue, make strategic investments, appropriately market and price its services, and save costs wherever applicable.

   Critical Questions:
   - What are local competitor industry standards for expenditure on company operations, systems, and processes?
   - How has ILC Africa managed its finances, whether effectively or ineffectively?
   - What best practices can be adopted to better manage company finances?

   The consultant(s) will provide recommendations based on best practices and industry standards.

b) **Evaluation of Company Operations and Processes (30%)**: In order to appreciate ILC Africa's operational systems, the consultant(s) will evaluate the following: organizational structure, governance structure, administrative policies and procedures, business processes, areas of work, information management / knowledge management systems including databases, and human resources needed to support business operations.

   Critical Questions:
   - Do current organizational and governance structures support the company's operations?
   - Do current business processes most efficiently support the company's operations?
   - Do the areas of work most appropriately communicate what ILC Africa does well?

   The consultant(s) will provide recommendations based on best practices and industry standards.

c) **Evaluation of Programmatic / Technical Results (15%)**: This component will consist of a review of the company's results while delivering services and expertise to clients. By reviewing ILC Africa's areas of work, contracts, and outputs, the consultant(s) will be able to identify and stratify data on the company's past performance as well as provide insight on how the company can best leverage its strengths in the marketplace.

   Critical Questions:
   - What are the company's accomplishments across its areas of work (providing detailed summaries in the form of matrices, tables, bullet points, graphs, etc.)?
   - How can ILC Africa quickly demonstrate its accomplishments across its areas of work? How should the organization's performance and services be branded and marketed to local and international audiences?
   - For an organization such as ILC Africa, what are the recommended international development sectors and areas of work with the lowest barriers of entry in West Africa, Africa at-large, and internationally?

   The consultant(s) will provide recommendations based on best practices and industry standards.

d) **Evaluation of Strategic Visioning (15%)**: This evaluation will assess ILC Africa's mission, vision, strategy, and expansion plans. The consultant(s) will confirm or provide recommendations to amend the vision and mission as well as provide best practices advice and strategic analysis for ILC Africa to replicate and expand its business model.

   Critical Questions:
   - Have ILC Africa's mission and vision adequately served its interests? Have they shaped the company's work and current activities?
   - What overarching strategy should ILC Africa pursue in the short, medium, and long term to expand its business and increase revenue?

   The consultant(s) will provide recommendations based on best practices and industry standards.

4.0 Skills Needed

The qualified consultant(s) should have a minimum of a Masters degree in a business-related field, preferably in business administration, organizational development, and/or finance. The consultant(s) should have expertise in management systems, particularly in financial management, strategic planning, and operations. They should possess previous experience providing recommendations to small and medium enterprises as well as past experience assisting companies to scale up and expand operations. As the company is based in Ghana, with projects primarily in West Africa, the consultant(s) should possess developing country and/or international experience; however, this is not required.

Shortlisted candidates will be required to submit excerpts of previous evaluations.

5.0 Methodology

The consultant(s) will conduct the evaluation and strategic review of ILC Africa in Accra, Ghana. To conduct the review, they will use quantitative and qualitative methods that include a literature review of company documents. Consultant(s) should expect to rely heavily on key informant interviews with Founders and other past/current staff. The consultant(s) will also hold focus group discussions with previous clients and implementing partners, as well as administer short surveys and questionnaires. Finally, the consultant(s) should expect to investigate the surrounding marketplace in which ILC Africa is operating to provide meaningful and relevant advice.

Submitted expressions of interest should briefly outline the unique/innovative approaches and methods to be undertaken.

6.0 Reporting

At the onset of the consulting assignment, after consulting with ILC Africa senior management, the consultant(s) should produce a brief inception report detailing the specific timeline and methodology to be pursued. Ultimately, the evaluation and strategic review of ILC Africa will culminate in the output of a comprehensive evaluation report accompanied by a PowerPoint presentation to senior management.

The evaluation report should present and organize data, include critical analysis, and provide evidence-based recommendations for each of the evaluation components, particularly drawing on best practices and industry standards.

After producing and presenting the draft report and presentation, the consultant(s) will incorporate feedback and comments into a final evaluation report and presentation.

7.0 Timeframe

The anticipated timeframe for this level of effort is a two-month period from February 1st to March 30th 2013. This timeline and level of effort is proposed and negotiable, with consideration to the consultant(s) that offers the most efficient use of time and resources to successfully accomplish the scope of work. Applicants may propose alternative timelines and LOEs within their EOI. .

8.0 EOI Guidelines & Contact

1) EOI Components:

The EOI (excluding CVs) should not exceed more than 12 pages. The EOI should include the following components:

- **a)** Brief Organizational Overview / Consultant Introduction with a brief, general overview of qualifications for this RFP
- **b)** Brief Capabilities Statement highlighting relevant experience specific to this RFP (SME small business development, management systems, developing country experience, etc.) as well as resources at the consultant's disposal
- **c)** Brief Methodology detailing the technical approach to evaluating ILC Africa and answering the critical questions
- **d)** Summary of Key Personnel (if applicable) detailing general roles and qualifications, as well as team structure, with summary bios
- **e)** High-Level Project Timeline outlining milestones and a deliverables schedule
- **f)** Three Past Performance References detailing client name, nature of assignment, contract amount in USD, reference contact information (name, email, phone number, etc)
- **g)** Cost Proposal (in USD), which may be revised upon being shortlisted and receiving further company details from ILC Africa
- **h)** Appendix with CV(s)

2) EOI Submission and Inquiries

Consultants should submit their EOIs by 10:00pm (EST) December 21st, 2012 to services@ilcafrica.com with the subject line "ILC Africa Strategic Review - [company/individual name]"

Inquiries for clarification may be submitted on or before December 18th, 2012.