

TERMS OF REFERENCE

1. Assignment Information

Assignment Title:	Consultant for Developing an Inclusive Cassava Contract Farming
Cluster/Project:	Cambodian Export Diversification and Expansion Programme II-Cassava
Post Level:	Specialist
Contract Type:	Individual Contractor (IC)
Duty Station:	Phnom Penh, Cambodia
Expected Place of Travel:	N/A
Contract Duration:	153 days

2. Project Description

Cassava is Cambodia's second largest agricultural crop, a major export and an input to several industrial processes. Cassava has a developed value chain with a wide range of uses and applications, in sectors ranging from animal feedstock to human food, and consumer and industrial products. The latter include bio-fuels such as bioethanol mixed with gasoline or biomass used either as a gas burning accelerant as pellets for direct energy production.

Global trade in cassava and cassava derivatives is substantial. Exports at the early stages of the supply chain tend to originate in Asia and selected Latin American countries, that have large exportable crop surpluses. Higher value-added derivatives such as cassava starch and cassava modified starch (industrial inputs) are produced by BRIC countries, upper middle-income developing countries and advanced economies. While demand for raw products is variable, that for semi-processed and processed cassava is buoyant.

The expansion of cassava area in Cambodia has been accompanied by great economic benefit. However, in light of low recent prices, it is now necessary to rethink cassava production and processing industries in order to ensure that the sector can continue to prosper and compete. Cassava production should therefore be considered as a component of the complex picture of smallholder livelihood strategies. Its development offers both near term, and long-term structural benefits to the Cambodian economy.

The inclusive and sustainable development of the cassava sector would require stronger linkages between stakeholders in the cassava value chain with access to accurate information about the constraints in the local context that farmers face and the opportunities that market demand offers.

3. Scope of Work

The consultant should develop an inclusive contract farming model which links farmers with Green Leader (starch processing company) to leverage mutual benefits for livelihood improvements of smallholder farmers and successful investment. The model should include a detailed procedure to arrange contract farming, contract format/template, capacity building plan of local agents/stakeholders (commune extension workers) to roll out the contract farming, organize farmers into groups at a scale which is accessible and cost effective for interventions, and set up internal control mechanisms to support and ensure compliance of the contract terms.

The consultant should perform the following roles:

- To organize business dialogue forums between farmers and a starch processor to identify challenges, build consensus, and agree on a plan to roll out contract farming
- To consult with relevant stakeholders to mobilize their supports and based on dialogue forums develop a detailed contract farming model including start-up procedure, contract format with the elaboration of terms and conditions, contract signing arrangement, local team building, follow-up, and accountability mechanisms in compliance with laws, spirits of both parties, and fair/just process
- To develop a strategy to support GL to promote its image by building initial relationship directly with farmers and creating an environment leading into buy-in or trust
- To identify and mobilize local agents (commune extension workers) to implement the contract farming plan. They should be capable to perform multiple roles such as define cassava areas and identify farmers interested in contract farming, organize them into producer groups or appropriate collective mechanisms, build capacity of group leaders/representatives or champions to manage their members, facilitate the contract signing between farmers and GL, support GL' local staff members to deliver agricultural services on credit, and support the development of local cassava agricultural system supported by the project
- To provide orientation and basic training to local agents to carry out contract farming, and develop a systematic approach to build their capacity to perform their assigned tasks as expected by the project
- To produce a record of households entering into a contract with GL to track their livelihood improvement
- To supervise local agents to achieve its outputs or targets, such as organize farmer groups/agricultural cooperatives, get the contract signed, outreach to farmers, and assist GL to deliver services
- To document knowledges generating from this contract farming, and provide concrete recommendations to sustain the organized structure and scale up within or new target areas

4. Expected Outputs and Deliverables

	Deliverables/Outputs	Estimated Duration	Target Due Dates	Review and Approvals Required
1	Detailed proposal including the details of rationale, objectives, approaches, result-log frame, risk and mitigation, work-plan, and list of resource people is submitted	7 days	1st week of August 2018	UNDP project manager
2	Business dialogue platforms are organized, local partnership is built, and local agents are mobilized so the local structure (in Snoul) is ready to roll out a contract farming scheme. The output based report is submitted.	13 days	3 rd week of August 2018	
3	Contract farming model is produced. It includes a start-up procedure, contract format or template with terms and conditions in English and Khmer, local team arrangement, structure of supply chain (forms of farmer organization), setting an enabling environment for GL to build trust/profile, and having arbitrary	22 days	4 th week of September 2018	

	mechanisms such as cluster or MSPs created by the AIMS-MoC& UNDP.			
4	Capacity building need assessment of local agents (CWEs) is completed and basic training is delivered to enable them to roll out the contract farming scheme and deliver service to members	25 days	1 st week of September 2018	
5	Contract farming is signed between GL and farmers/representatives at a set target (number of household, planting areas, and volume of root supply). The record of households (farmer groups/agricultural cooperatives) is developed and updated regularly to meet the project purposes-entering into contract, receiving agricultural service, attend trainings, piloting etc)	75 days	2nd week of December 2018	
6	A completion report which captures successes and lessons learned from this contract farming, and provides concrete recommendations to sustain this structure and scale up within and new areas	11 days	4 th week of April 2019	
Total # of Days:		153 days		

5. Institutional Arrangements, Duration of the Work and Duty Station

Under overall direct supervision of the ACD/Programme Team Leader, oversight of Programme analyst and direct guidance from National Project Management specialist, the consultant will be responsible to deliver the outputs stated above with the level of quality expected.

1. The consultant is responsible to provide his/her technical expertise, facilitate with local stakeholders and build partnership as necessary, and train and supervise local agents as assigned to produce the expected outputs;
2. The field work to the province will be covered by the project;
3. The consultant shall work under the assigned focal person from UNDP project team, National Project Management Specialist;
4. The consultant needs to maintain weekly communication with the UNDP project focal person as and when problems emerge during the consultancy period, especially if they affect the scope of the job.

5. Duration of the Work

The consultant will work for 153 working days from 2nd week of July 2018 to 4th week of April 2019. The consultant is expected to be on board on 16 July 2018 and complete the assignment no later than 30 April 2019.

6. Duty Station

Given the nature of the assignment, the Consultant may find alternative working locations at his/her own expense.

The duty station of the work is Phnom Penh, Cambodia with travel to Kratie to conduct stakeholder interview, visit the project sites, collect information/data, and carry out activities for a maximum 100 working days. The Daily Substantive Allowance (DSA) and transportation to the province should be included in the price proposal.

7. Minimum Qualifications of the Individual Contractor

Education:	<ul style="list-style-type: none"> ▪ At least Master Degree in Agricultural Economics, related fields
Experience:	<ul style="list-style-type: none"> ▪ Substantial knowledge on agriculture and rural development, preferable with cassava value chain ▪ At least 10 years of working experience in contract farming, especially in the Cambodian context ▪ Experience on leading and managing teamwork to deliver outputs at expected quality and timely ▪ Experiences in successfully formulation of contract farming for agriculture related product (sample of previous work if any)
Competencies:	<ul style="list-style-type: none"> ▪ Time management (in managing deliverables) ▪ Team management ▪ Professionalism, courtesy, patience ▪ Outstanding inter-cultural communication, networking and coordination skills.
Language Requirement:	<ul style="list-style-type: none"> ▪ Fluency in oral and written Khmer. Excellent knowledge of oral and written English.
Other Requirements (if any):	

8. Criteria for Evaluation of Level of Technical Compliance of Individual Contractor

Bids should be prepared as a single fee arrangement, including all costs and expenses, and the daily consultancy rate should be disclosed.

Technical Evaluation Criteria	Obtainable Score
Substantial knowledge on agriculture and rural development, preferable with cassava value chain	30
At least 10 years of working experience in contract farming, especially in the Cambodian context	30
Experience on leading and managing teamwork to deliver outputs at expected quality and timely	20
Experiences in successfully formulation of contract farming for agriculture related product (sample report to be submitted)	20
Total Obtainable Score:	100

9. Payment Milestones

The consultant will be paid on a lump sum basis, with the following installments:

	Outputs/Deliveries	Payment Schedule	Payment Amount
1	Upon satisfactory completion of the work-plan	1st week of August 2018	10%
2	Upon satisfactory completion of the report on readiness of local structure to roll out contract farming	3 rd week of August 2018	10%
3	Upon satisfactory completion of the report on contract farming model	4 th week of September 2018	30%
4	Upon satisfactory completion of the report on basic capacity building of local agents (CWEs) to roll out contract farming	1 st week of September 2018	30%
5	Upon satisfactory completion of the report on farmers (groups) signing contacts with GL	2nd week of December 2018	15%
6	Upon satisfactory completion of the completion report on contract farming: sustainability and scalability	4 th week of April 2019	5%