

**TERMS OF REFERENCE**  
**Individual Contract**

**1. Assignment Information**

<b>Assignment Title:</b>	National Consultant on Cassava Sector Impact Review
<b>Cluster/Project:</b>	Accelerating Inclusive Cassava Market Development
<b>Contract Type:</b>	Professional Service Contract
<b>Duty Station:</b>	Phnom Penh, Cambodia
<b>Expected Place of Travel:</b>	Battambang, Banteaymeanchey, Phrea Vihear, Thborngkhmum, Kratie
<b>Contract Duration:</b>	25 March – 20 June 2020 (30 working days, which 15 days is for field work)

**2. Background**

Over years, many Cambodian smallholder farmers have benefitted from cassava production. Its financial returns have been found much more than other cash crops due to its high yield, low production cost, less labor requirement and growing demands from international markets. The income from cassava has contributed to improve farmers' livelihoods in various aspects, such as increase of household assets, source of daily expenses, and fund for investment in long-term crops such as cashew nut, longan, rubber, mango, and pepper plantations. At the same time, the fast expansion of cassava production results in the growth of processing industries in the country such as starch and ethanol processing businesses. The processing industries have created many jobs for rural labors and for various supporting sectors.

Despite of having industries in the country, cassava production has outweighed the processing capacity and the processing activities is otherwise very basic. UNDP's recent studies find that Cambodia has a good position to capitalize much benefits from its cassava production. Its potentials which can be exploited by moving up cassava value chain which many cassava-based products should be produced and directly exported to global markets.

Aiming to capture more values from cassava which its benefits directly allot to farmers, private sectors and related stakeholders, a team of development partners and line ministries, facilitated by UNDP and led by the Ministry of Commerce, has formulated a cassava policy. The policy will serve as a roadmap for the sector development which actions and resources from public and private sectors are pooled to implement it.

To reinforce the policy implementation, lessons from the past and recent cassava development by the government, UNDP, Development Partners, private sector and farmer communities are needed as critical inputs for the cassava working group and all stakeholders to be used in strategic planning, resource mobilization and impact monitoring.

UNDP as a strategic partner of MoC, continues to support cassava, especially to operationalize the cassava policy which will be approved by the Royal Government of Cambodia in the near future. UNDP has also worked with related stakeholders on several areas such as export promotion, investment attraction, private sector development, and cassava smart production.

### **3. Scope of Work**

The assignment aims to conduct a sector impact review to track and assess impacts made by cassava projects implemented by public and private stakeholders for a defined period. The study review concentrates on the trend of production growth, structural reform of local value chains, market development, and performance of value chain actors. In addition, the assignment reviews and identifies successful case/stories/models of UNDP and other projects which are worth to replicate and scale up:

Key specific tasks are as the followings:

#### **Task 1: Sector Impact Review**

- Analyze the trend of cassava production and driving forces for its expansion since UNDP involved in cassava in 2009 up to 2019/2020. Moreover, it should focus on UNDP's contribution and at the same time of other projects/interventions to the improvement of cassava production. Its key aspects include performance of farmers, capacity of public institutions, quality of input suppliers, and services of related stakeholders- key actors working in production system.
  - Analyze the contribution of UNDP and other actors to improve the capacity of public institutions supporting private sectors as well as to make the export readiness of private companies. It should focus on capacity building, institutional development, responsiveness of service delivery, access to finance, apex/farmer association, actions/interventions on critical issues etc. Identify champion companies which benefits from the project and have a track of export record.
  - Analyze the trend of global markets and engagement of the Cambodian cassava sector. Define and assess the impacts of UNDP's interventions/other projects to promote the export of cassava products from Cambodia and integrate it into global value chains. It can cover multiple aspects such as trade facilitation, marketing, market access, market intelligence, business relationship building, mobilizing supports from market agents/enablers etc.
  - Trace and track the structure of cassava value chain and identify/spot specific improvement made by UNDP and other projects/interventions. Explore/map out result chains attributed by the improvement of cassava value chain.
  - Explore and identify new players working or investing in cassava- can be public and private actors- through UNDP's works.
- **Task 2: Successful cases/stories**
    - Review and select practical interventions of UNDP's projects and other projects/interventions which provide concrete development results directly benefitting to farmers, private sector or local economies. The selected interventions (models) should be viable and applicable to replicate or scale up
    - Write cases or stories (at least three) focusing on 1). Productivity improvement, 2). Successful case of private sector export readiness, and 3). Export to diverse markets. The cases or stories should describe the context of works/situation, a cause and effect relationship, infographic of result chain, concrete evidences on impacts/results, testimonies of beneficiaries, and key facts as relevant

**To complete this assignment, the consultant expects to carry out the following outputs:**

- An inception report is produced. Its details should include rationale, aim, objectives, research tasks, study design, research methodologies, list of resource people/data source, data collection tools, ethics/code of conduct and work-plan as well as other aspects as needed and draft report outlines. There are three main aspects needing special attention:
  - o **Literature review:** a list of cassava projects/interventions (all projects of public and private sectors) is produced and attached in a report appendix. It counts in cassava projects which were already completed and are being implemented from 2009-2020.
  - o **Research methodologies:** based on the situation and context of each project, methodologies should be selected and utilized logically and accurately to gather data and acquire facts. Cassava projects can be categorized into production focused, private sector development/product quality infrastructure improvement, export oriented, the entire value chain, and trade policy formulation. Data can be derived from primary (people) and secondary sources (documents such as case study, baseline, mid-term review, project evaluation, impact monitoring database etc.).
  - o **Sampling technique:** it should be a balance between the budget and research quality. Even so, the research quality should not be compromised in any circumstance. The number of sample size can be adjusted depending on the scope of work and practical options of research methodologies. In case that there are many projects, a cluster approach should be applied by selecting the best representation of all.
  
- Produce a comprehensive Cassava Sector Impact Review report in which the methodology section includes data collection process, challenges, risk management and research quality assurance, is produced.
- Ensure the report is produced by addressing the scope in the ToR and up to UNDP and stakeholders' expectation, satisfaction and required quality standards.

#### 4. Expected Outputs and Deliverables

No.	Deliverables/Outputs	Estimated Duration	Target Due Dates	Review and Approvals Required
1	An inception report with inclusion of the literature review is produced and addressed all required criteria/working aspects	3 days	3 <sup>rd</sup> April 2020	UNDP project manager/Programme Analyst/Assistant Resident Representative
2	The preliminary findings after the fieldwork is presented to UNDP team. The presentation should include data collection process, challenges, risk management, ethnic, research quality assurance, and preliminary findings.	15 days	12 <sup>th</sup> May 2020	
3	The first draft report of Cassava field report is produced and addressed all	7 days	25 <sup>th</sup> May 2020	

	required criteria/working aspects.			
4	A final report is produced with taken into accounts the feedback/comments provided by UNDP on the draft version.	5 days	12 June 2020	
<b>Total # of Days:</b>		<b>30 days</b>		

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

The consultant will be under direct supervision by the Cassava Project Manager and working closely with the Programme analyst, UNDP Country Economist and National Economic Specialist. The Assistant Resident Representation of Programme Unit will further approve the deliverables (to release the payment) upon the confirmation of satisfaction from the Project Manager and Programme Analyst.

The consultant needs to maintain weekly communication with the UNDP project manager as well as when problems emerge during the consultancy period, especially if they affect the scope of the work.

### 6. Duration of the Work

The consultant will have **30 working days** from 25<sup>th</sup> March 2020 to 20 June 2020.

### 7. Duty Station

Given the nature of the assignment, the contractor may find alternative working locations at his/her own expense. The duty station of the work is Phnom Penh, Cambodia with expected travel to Battambang, Banteaymeanchey, Phreah Vihear, Thborngkhmum and Kratie Provinces for a maximum of 15 days to conduct interview/survey, visit the project sites/fact finding, collect information/data, and carry out activities.

*The Daily Substantive Allowance (DSA) to the province should be included in the proposal, the project will cover the transportation cost. Expected travel related activities should be defined and noted in advance.*

Selected individual contract(s) to undertake the assignment in the country (Cambodia) is required to undertake the *BSAFE Training* through: <https://training.dss.un.org/course/category/6> prior to travelling. CD ROMs must be made available for use in environments where access to technology poses a challenge.<sup>i</sup>

### 8. Minimum Qualifications of the Successful Contractor

Education:	Master's degree in development studies, economy, agriculture, preferable M&E
Experience:	<ul style="list-style-type: none"> <li>• Substantial knowledge on livelihood strategy, rural development and/or agri-business, preferable cassava;</li> <li>• At least 5 years of working experience in conducting quantitative and qualitative researches on development impact assessment;</li> <li>• Professional skills in research report writing in English; and</li> </ul>

	<ul style="list-style-type: none"> <li>• Experience working with multi-stakeholders including government officials, development agencies, and local communities</li> </ul>
Competencies:	<ul style="list-style-type: none"> <li>• Proven capability to build networks with various local stakeholders particularly between farmers and relevant local stakeholders</li> </ul>

### 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
Master's degree in development studies, economy, agriculture, preferable M&E	20
Substantial knowledge on livelihood strategy, rural development and/or agri-business, preferable cassava;	20
At least 5 years of working experience in conducting quantitative and qualitative researches on development impact assessment;	20
Professional skills in research report writing in English	20
Experience working with multi-stakeholders including government officials, development agencies, and local communities	20
<b>Total Obtainable Score:</b>	<b>100</b>

## 9. Payment Milestones

The consultant will be paid on a lump sum basis under the following installments.

N	Outputs/Deliveries	Payment Schedule	Payment Amount
1	Upon satisfactory completion Deliverable 1	1 <sup>st</sup> week of April 2020	20%
2	Upon satisfactory completion of the Deliverable 2 and 3	4 <sup>th</sup> week of May 2020	40%
3	Upon satisfactory completion of the Deliverable 4	2 <sup>nd</sup> week of June 2020	40%

<sup>i</sup> POPP: <https://intranet.undp.org/global/popp/cap/Pages/administration-of-travel-of-ic.aspx>